



Leicester
City Council

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

DATE: MONDAY, 26 SEPTEMBER 2022

TIME: 1:00 pm

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

Members of the Panel

Councillor Taylor (Chair)

Councillor Whelband (Vice-Chair)

Councillors Clair, Clarke, Cutkelvin, Graham, Harper-Davies, Loydall, March,
Mullaney, Oxley, Phillimore 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:

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PUBLIC SESSION

AGENDA

NOTE:

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1. APOLOGIES FOR ABSENCE

2. DECLARATIONS OF INTEREST

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

3. MINUTES OF THE LAST MEETING:

**Appendix A
page 1**

The minutes of the meeting held on 27th July 2022 are attached and Members will be asked to confirm they are an accurate record.

4. THE POLICE AND CRIME PLAN - UPDATE REPORT

**Appendix B
page 9**

Members to receive a report providing an update on progress against the Police and Crime Plan objectives.

5. THE POLICE AND CRIME COMMISSIONER'S ANNUAL REPORT

**Appendix C
page 15**

Members to receive the Police and Crime Commissioners Annual Report 2021-22

6. DOMESTIC ABUSE AND RELATED ALCOHOL USE REPORT

**Appendix D
page 33**

Members to receive a report providing information around domestic abuse and related alcohol use.

7. EFFICIENCY SAVINGS REPORT

**Appendix E
page 41**

Members to receive a report outlining details of efficiency savings.

8. FORCE RECRUITMENT AND RETENTION REPORT - UPDATE

**Appendix F
page 53**

Members to receive a report providing an update on force recruitment and retention of police and staff.

9. OPCC CORPORATE GOVERNANCE BOARD UPDATE [Appendix G page 57](#)

Members to receive an update about recent reports presented to the OPCC Corporate Governance Board which includes an overview of OPCC and Force performance.

10. THE PERPETRATOR INTERVENTION PROVISION - VERBAL UPDATE

Members to receive a verbal update about the Perpetrator Intervention provision.

11. THE POLICE AND CRIME PANELS ANNUAL REPORT [Appendix H page 101](#)

Members to receive the Panel's Annual Report highlighting the activities undertaken by the Police and Crime Panel during the 2021-22 municipal year.

12. WORK PROGRAMME [Appendix I page 111](#)

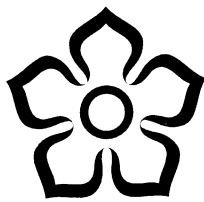
Members to note the ongoing work programme.

13. ANY OTHER URGENT BUSINESS

14. DATES OF FUTURE MEETINGS

Members will be asked to note the dates of meetings for 2023 as follows:

- Wednesday 1st February 2023 (Pre-Sept)
- Thursday 16th February 2023 (if veto used at previous meeting)
- Monday 6th March 2023 Spring meeting
- Monday 19th June 2023 Annual General meeting
- Wednesday 26th July 2023 Summer meeting
- Wednesday 4th October 2023 Autumn meeting
- Monday 11th December 2023 Winter meeting



Leicester
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Appendix A

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

Held: WEDNESDAY, 27 JULY 2022 at 1:00 pm

P R E S E N T:

Councillor Taylor (Chair)

Councillor Clarke
Councillor Cutkelvin
Councillor Graham
Councillor Harper-Davies
Councillor Lloydall
Councillor Mullaney
Councillor Oxley
Councillor Phillimore

P Chavda Independent Member
S Manzoor Independent Member

Also Present:

Rupert Matthews – Police and Crime Commissioner
Lizzie Starr – Interim CEO, OPCC
Kamal Adatia – Monitoring Officer
Angie Smith – Democratic Support Officer

* * * * *

14.

The Chair wanted to place on record her thanks to Inspector Mark Bott and his Team for the time taken to give Members the police vehicle, firearms, Tactical Unit, and drone display which had been good for the panel to see.

Introductions were made and everyone welcomed to the meeting.

</AI1>

15.

Apologies for absence were received and accepted from Councillors Clair, Whelband and Woodman.

</AI2>

16.

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

There were no declarations.

</AI3>

17.

RESOLVED:

That the minutes of the meeting held on 20th June 2022 be confirmed as an accurate record.

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18.

There were no actions or matters arising to be reported from the previous meeting.

</AI5>

19.

There were no public questions submitted.

</AI6>

20.

Members received an update on the May 2022 reports to the OPCC Corporate Governance Board and overview of Leicestershire Police performance. Members were asked to comment on and note the contents of the report.

The Police and Crime Commissioner (PCC) presented the report. It was noted that the next meeting of the LLRPCP would receive reports in the form usually sent to the Corporate Governance Board. Reports would include a paper on the 'Mini Police' (cadets of junior school age children), a report on the rape investigatory figures, a piece on the policing of local and national elections, a piece on the policing of Remembrance Sunday. At the request of the Chair, draft reports would be provided to Members earlier than scheduled for the next agenda to allow more time for reading due to the number of reports expected.

A concern was raised that if reports were written by the police for the OPCC, how it added to Members' ability to hold the PCC or OPCC to account. The PCC stated that a report would be requested on a subject matter brought up by members of the public or OPCC that required detail and a response on a particular subject. The reports were then reviewed and scrutinised by the Corporate Governance Board. The purpose of bringing the reports as appendices to the LLRPCP were to allow Members of the Panel to review the

reports to ensure the PCC was challenging the force in the right areas. The PCC stated he would take up subjects of interest on behalf of Members should they so wish. It was further noted that the Police and Crime Plan gave further opportunity to hold the PCC to account.

With reference to the Section 3(ii) Violence Against Women and Girls overview, a Member drew comparison with simultaneous, unusual anti-social behaviour particularly relating to male teenagers against young females. He referred to a recent documentary on TV with a female presenter reporting on disturbing behaviours in the metaverse, and it was questioned if there was a connection with copycat behaviour in the virtual world manifested in the real world that had led to an increase in sexual offences amongst women and young females, with data showing increases both locally and nationally. The PCC was asked if he could take the issue back to be looked into further.

With reference to Section 4 Finance, it was appreciated that the PCC may have inherited the current budget, but with regards to pay inflation and backdated pay to police officers, a future report was requested to identify how the increase would be paid for. The PCC informed the meeting that indications from Government was it would fund around half of the pay increase, with the other half to be found locally.

Members noted in the report at section 6(i) that by 2023 60% of uniformed officers would have less than four years of service, therefore the workforce would have collectively less experience. It was also noted that there had been a reduction of 100 officers in planned recruitment of 257 officers, though Council Tax had been increased to pay for extra officers, and it was asked how succession planning had been impacted. The PCC stated that over the past few years there had been a rigorous programme of talent spotting, training and accelerated promotion. The meeting was assured there would be no gaps in the service and senior officers will have undertaken training for the position they were in. He added that by not including the 100 officers in the recruitment, with non-pay inflation and pay increases almost certainly there would have been the difficult decision to reduce the number of officers. The PCC concluded that he had adopted a cautious approach to finances and had taken the view not to have a £14million gap and had taken the decision not to recruit extra police officers and had moved the Council Tax monies for the 100 officers to reserves earmarked for spending on the pay award as a specific commitment.

Members were asked to send further questions on the budget to the OPCC for a written response.

It was asked if 'Questions to the PCC' and 'Announcements from the PCC' could be placed on the agenda as standing items. The Chair would consider the request at an agenda setting meeting in consultation with the Vice-Chairman, OPCC and Monitoring Officer.

The Chair reported that the Working Party looking at Section 106 would report to the Board on findings and possible recommendations when work was completed. She added she was pleased to see the PCC was looking at a more

straightforward funding formula for applications of Section 106 and CIL payments from Police contributions towards developments going forwards. It was noted the PCC had requested more time to go through last minute detail in reports which would hopefully be provided at the next meeting of LLR PCP in September 2022.

RESOLVED:

1. That the contents of the report be noted.

</A17>

21.

The PCC provided a verbal update on the Annual Report 2021/22 which would be provided at a the LLRPCP September meeting.

The PCC informed the meeting that the full report would be produced on time, with a first draft having been prepared. Members recognised that there would be a full report in September but raised concern that the document had been pushed back.

The PCC noted that the subject of visibility of policing was included in the Police and Crime Plan, which was a document covering medium to long-term commitments, but unfortunately due to Covid the PCC's term in office had been reduced from four to three years, and that it had not been practical to try to squeeze a four-year manifesto pledge to the public into a three-year period. The PCC was looking at the document as a two-term plan, which was in the hands of the electorate.

The PCC explained that the Police and Crime Plan outlined how the interface between the PCC / OPCC with the public had been raised to allow for much greater engagement with the public than had been the case. He assured those present that the demand for more visibility of police had been included in both the manifesto and plan, and in due course the public would see evidence of both.

It was confirmed that the Corporate Governance Board Report was an additional report written specifically for the Panel which demonstrated how the PCC was holding the force to account when fulfilling that part of his role. It was further clarified that further reports would be force reports provided to the Corporate Governance Board and would be provided to the Panel to give additional context to the PCCs challenges or support.

The Corporate Governance Board Report was first discussed with the Panel in November 2020 when it was brought with the Accountability Strategy when it had been discussed how things would be done moving forward. For the September meeting, the OPCC would be bringing its Commissioning Strategy for the Panel's views. It was noted that in the Forward Plan a lot of the reports were written by the OPCC to the Panel. At the request of Members, the reports would be provided with a cover sheet.

As an addition to discussion on police visibility issue a suggestion was put to the PCC to look at any disparities between wards in the city and two counties, to see if there were any areas with particular concerns, or if it was perception by the public. The PCC was also asked if he could look into when there would be further employment of PCSOs. The PCC noted the requests and would provide written responses.

RESOLVED:

1. That the contents of the verbal update about the Annual report were noted in anticipation of the full written Annual report in September.
2. The PCC provide a written response on actual or perceived disparities of police presence in wards in the city, and two counties.
3. The PCC provide a written response as to when there would be further employment of PCSOs.

</AI8>

22.

Lizzie Starr, Interim Chief Executive provided a verbal update on domestic abuse / violence linked to alcohol abuse.

Members were reminded of a presentation given in December 2021 when an analyst provided a presentation on domestic violence and alcohol use, and the links between the two. A full report would be provided to the Panel at the September meeting when more detail analysis would be provided, and detail on repeat offenders where incidents were occurring.

A summary of key points that had been raised at the Corporate Governance Board meeting were provided, including analysis from the force showed that 22% of offenders were under the influence of alcohol, which was considered to be relatively low level when considered against a study by the National Institute of Alcohol Abuse and Alcoholism which had estimated figures of 27%-40%. The pre-pandemic baseline from July 2018 to July 2019 was 30% as a comparator. It was noted there were limitations to data and accuracy around the recording of alcohol incidents due to way that the markers were on the police system which did not determine whether it was the offender or the victim under the influence of alcohol.

A query was raised at the meeting in December 2021 if offenders were being directed to a perpetrator programme. A summary of what the force was doing would be included in the report. It was noted that officers on the force received training on identifying the trilogy of risk; substance misuse, mental health and domestic abuse to help identify the combination of factors that significantly increased risk. Where officers identified that alcohol was a key factor then referrals would be made through the Adult at Risk Public Protection Notices.

The Panel was informed that substance misuse service providers were represented at daily management meetings for high risk domestic abuse, could

also receive referrals for people brought into custody.

The Panel was invited to request anything additional that they would like to see in the report, when it was brought back to the meeting in September, along with the Commissioning Services report.

The Chair asked if anything had been heard back on the bid for funding for the perpetrators programme, which would need to come to the Community Safety Partnership (CSP) Chairs before the September meeting.

Members asked that the report once it had been presented to the meeting in September 2022, be shared with all CSPs as an item of interest.

One issue of concern that was raised by a Member was with so many people under financial pressures that if triggers for domestic abuse could include alcohol consumption, substance misuse and mental health, a lot of those things would be affected by people struggling to pay bills and could lead on to more cases of domestic abuse.

Another observation was the link with football. It was asked if the data was still available which could be included in the report. The Interim Chief Executive confirmed the request would definitely be picked up with day and time of the week analysis.

Members also noted an increase of peer-on-peer abuse, whether sexual or violent which had been exacerbated by the pandemic and financial crisis. It was reported that a lot of schools had picked up the issue and had school intervention programmes, such as healthy relationships on the curriculum.

The Chair reported that she had picked up on poor attendance of all partners at CSPs with the Chief Constable, and the point would be pushed with supporting officers for each service.

RESOLVED:

1. That the contents of the update be noted.
2. The Interim Chief Executive to follow-up on the funding bid for the perpetrators programme for a response.
3. That the link between football and domestic violence be analysed and included in the report.

</AI9>

23.

The current work programme was received and noted.

RESOLVED:

1. That the report on the Section 106 Working Party recommendations to be included on the agenda for September 2022.

A request was made for reports from the OPCC's office rather than verbal

updates, and not reports written by the police.

</AI10>

24.

- Councillor Cutkelvin raised concern over a recent tweet from the PCC on the recent changes to the law regarding abortion in America. The PCC responded the tweet had been made on a private twitter account, he refuted any suggested of misuse of public office, and stated it was not a comment on abortion, but on the constitutional decision and democratic process. The Chair informed those present that there was a complaints procedure to the OPCC if people had concerns to raise regarding the PCC's behaviour.
- Councillor Cutkelvin asked if the member of staff employed by the OPCC as debated in the House of Lords would bring the OPCC into disrepute. The PCC responded that the investigation into the member of staff was ongoing, and it was his opinion that someone was innocent until proven guilty.

The Chair informed the meeting that a request for the Terms of Reference to the meeting would be resent to all Members to remind them of the remit for the meeting.

</AI11>

25.

The next meeting was scheduled for Monday 26th September 2022 at 1.00pm, City Hall.

There being no other items of business, the meeting closed at 3.20pm.

POLICE AND CRIME COMMISSIONER FOR LEICESTER, LEICESTERSHIRE AND RUTLAND

| | |
|-----------|--|
| Report of | OPCC |
| Subject | POLICE AND CRIME PLAN OBJECTIVES |
| Date | MONDAY 26 SEPTEMBER 2022 |
| Author | LIZZIE STARR, TEMPORARY CHIEF EXECUTIVE |

Introduction

1. The purpose of this plan is to ascertain progress on the implementation of the Police and Crime Plan.
2. It is important to note the OPCC and particularly the Commissioner's appreciation for the hard work Leicestershire Police. Leicestershire Police have been working with increased pace, against ever-increasing demands and much uncertainty.
3. The backdrop to this paper is that the Force is rebuilding officer numbers (see annual report) and has recently received a positive HMICFRS report.
4. It is now cemented that Leicestershire is one of the leading forces in the country, which is capable of continuous improvement and flexibility in the face of intensely challenging times.
5. Following the Commissioner's election in May 2021, he set about creating his Police and Crime Plan based on the manifesto endorsed by the voting public in Leicester, Leicestershire and Rutland. The plan contains the objective for the next three years, which together contribute towards achieving the Commissioner's overall aim of "making Leicester, Leicestershire and Rutland safer for everyone who lives and works here".

Communication

6. *"I will ask the Chief Constable to allocate a liaison officer to each school to portray a positive image of the police and of police officers to our younger citizens and to help support diversionary and preventative strategies to help stop young people being bullied, exploited or lured into a life of crime."* – Police and Crime Plan objective
7. *"I will ask the Chief Constable to develop a strategy to improve the engagement and communication between the public in LLR and the police, for example, putting the names of local neighbourhood police officers and police community support officers onto our website"* – Police and Crime Plan objective

- Enhanced Single online facility allowing greater public access and looking to introduce the new public contact platform in July 2022 which will further enhance the public's ability to contact the Force.
- The Force are continuing to introduce dedicated school's liaison officers to prevent young people carrying knives and take early action to address and prevent issues escalating. (See attached children and young person's strategy)

Technology

8. *"I will conduct a review of the technology being used in the Force so that I am able to ensure the Force is equipped to be as high-tech and innovative as possible. We will plan for the next generation technology to future-proof our services"* – Police and Crime Plan objective
9. *"I will enhance performance by ensuring technology enabled information, data and intelligence is at the fingertips of all the police officers and staff."* – Police and Crime Plan objective
 - Introduced a 24/7 Drone capability which has seen a significant reduction in costs associated with the helicopter (NPAS).
 - Created the 'Force Digital Optimisation Team' to provide data and analytical support to local officers. They have developed technological processes which enable the prioritisation of domestic abuse and ensure perpetrators are arrested at the earliest opportunity along with optimising 365 to remove duplicate IT solutions.

Rural

10. *"I will ask the Chief Constable to dedicate a rural crime team to the rural areas of Leicestershire and Rutland."* – Police and Crime Plan objective
 - The Rural policing team has been established and expanded rapidly to be an appropriate team capable of policing the rural areas throughout Leicestershire and Rutland (Expanded in July 2022).
 - Rural policing team is made up of officers who have a farming or rural background.
 - Rural policing team has embedded itself into rural communities and the difference is already being felt
 - Introduction of local rural policing single point of contacts (SPOCs) that have ownership for engagement, incidents and crime that are committed on their area
 - Rural Policing Team hosting a number of rural policing exhibitions for farmers and rural residents to come and meet the team, learn about what they do and what residents can do to avoid becoming victims or crime

In the coming year for rural crime

- Launch an enhanced rural policing team structure that will consist of an enhanced central coordination role that will have overview of trends, patterns taking place across LLR.

- Introduce a more clearly defined remit for the rural policing team to avoid any confusion.
- Strengthen cross border relationships with a series of regular and frequent operations.
- Plan campaigns across the calendar year along with supporting local rural crime officers in problem solving.
- The rural policing team will line manage and support local rural crime SPOCs in each rural NPA.
- Rural policing officers will be trained in off road driving.
- We will enhance the fleet and have clearly identifiable rural crime vehicles and associated equipment commensurate with the role.

Violent Crime

11. *"I will ask the Chief Constable to develop a suite of operational approaches to identify and target the most prolific and serious offenders to tackle the harm caused by burglary, drugs and knife crime."* – Police and Crime Plan objective
12. *"We aim to drive down violent crime, including knife crime."* – Police and Crime Plan objective
 - Force has developed a rolling programme of specialist resources including the Tactical support group, Firearms unit, dogs as covert departments supporting local officers tackle serious violence and Knife crime within their communities.
 - The Force has developed a rolling programme of operations that target those identified as habitual knife carriers with strengthened interventions within our offender management arrangements.

Looking ahead – The following is planned for the upcoming year

13. Enhancing Public Confidence in Policing

"It is my ambition to improve service user and public confidence." – Police and Crime Plan objective

 - Confidence strategy launched in June 2022.
 - New social media platform in July 2022.
 - Introduce local visibility and patrol strategies to enhance the presence of dedicated footpatrols and proactive work.
 - Reopen front enquiry service in Rutland and create managed appointment service at Uppingham.
 - Launch the refreshed Neighbourhood Policing strategy which sets out the expectation and service standards within Neighbourhoods.

- Reintroduce the traditional headwear and issue uniform that is interchangeable between the generalist and specialist departments

14. Enhancing Service to victims

HMICFRS highlighted an opportunity to enhance the service to victims and create greater connectivity with other parts of the system. Victim care services for example. In the coming year, the Force will:

- Introduce a single definition of what a 'repeat victim' is, with the associated service standards and expectations.
- Victim and soft skills will be incorporated throughout all training with greater use of victims and service users within the training delivery.
- Establish a victim forum to review all cases of dissatisfaction as part of continuous improvement and business insight.
- Work continues to seek, align and integrate more of the services provided to victims by Victim First and Witness Care units.

15. Enhancing Visible Leadership

"As the PCC I will make sure that the Chief Constable puts the morale, motivation, health and well-being, the equipment, support and leadership to officers and staff as their number one absolute priority. The welfare, training and leadership of our officers and staff must be paramount." – Police and Crime Plan objective

- Force will look to increase the number of inspectors and sergeants.
- Create a 24/7 critical incident command along with a 24/7 shift inspector role.
- Introduce a dedicated rural crime Inspector.
- Increase the Superintendent cadre by two.
- Introduce further leadership training aimed at all ranks.
- Develop a modular leadership programme for all senior leaders which will include training with partners and leaders from other forces.

16. Volunteers, specials and watch schemes

"I want police officers, staff and volunteers to work seamlessly together; I will hold the Chief Constable to account to ensure the Force significantly increases the number of watch schemes" – Police and Crime Plan objective

"I will ask the police to work more proactively and visibly in partnership with parish councils, neighbourhood watch groups, community speed watch and

volunteers to enhance and formalise our approach to crime prevention” –
Police and Crime Plan objective

- All training of specials is incorporated within the Academy with learning being interchangeable with regular officers where possible.
- To strengthen the coordination and progression. The Force will seek to introduce a Specials professional development unit.
- The Force introduces a Watch Scheme Development Officer. This will work as part of the volunteers in policing unit and to support the work of the watch schemes.
- Introduce a Rural Specials Team and deliver a bespoke recruitment plan for that purpose.
- Assurances that the Force will look to support the use of Taser by special officers.
- Integrate/enable access to senior leadership development and command training programme for all Special senior officers.

POLICE & CRIME COMMISSIONER FOR LEICESTERSHIRE

POLICE AND CRIME PANEL

| | |
|-----------|---|
| Report of | POLICE AND CRIME COMMISSIONER |
| Subject | POLICE AND CRIME COMMISSIONER ANNUAL REPORT 2021/22 |
| Date | MONDAY 26 SEPTEMBER 2022 |
| Author | LIZZIE STARR, INTERIM CHIEF EXECUTIVE |

Purpose of Report

1. To present the draft Annual Report (Appendix A) for the Police and Crime Commissioner for Leicestershire for the period of 13th May 2021 to the 31st March 2022 in accordance with Section 12 of the Police Reform and Social Responsibility Act 2011 (PRSRA).

Recommendations

2. That the panel receives and approves the Annual Report 2021-22.
3. That Panel Members ask such questions, and make any recommendations, on the report as they think appropriate.
4. That, subject to any report or recommendations by the Panel, the Annual Report is published via the PCC's website <https://www.leics.pcc.police.uk/>

Background

5. Section 12 of the PRSRA requires the Police and Crime Commissioner (PCC) to produce an Annual Report on:
 - i. *the exercise of the body's functions in each financial year, and*
 - ii. *the progress which has been made in the financial year in meeting the police and crime plan objectives in the body's police and crime plan.*
6. The PCC must present the report to the Police and Crime Panel (the Panel), at a public meeting, and answer any questions the panel may pose.
7. The PCC must also respond to any report or recommendations the Panel may make and publish said response.
8. PCCs must then publish the Annual Report, in a manner they determine.

Context

9. The Annual Report for 2021/22 is the first annual report of Mr Rupert Matthews who was elected to office on 13 May 2021. Mr Matthews' Police and Crime Plan was published on May 2022. This annual report updates the Panel against the objectives contained within the Police and Crime Plan and the activities of Mr Matthews and the OPCC since coming into office.
10. Subject to the report or recommendations made by the Panel, the PCC intends to publish the Annual Report as a document on the PCC Website and distribute it widely digitally.
11. The PCC intends to produce a reasonable number of physical copies of the report for stakeholders and public places.
12. Should a member of the public wish to receive a hard copy of the Annual Report the office will ensure that they are sent one.
13. It should be noted that the document attached is a draft only. The final version will of course consider feedback from the Panel and return to the Panel for final sanction.

Implications

Financial: None.

Legal: There is a legal requirement for a PCC to provide an annual report to the Police and Crime Panel.

Equality Impact Assessment: An Equality Impact Assessment was produced for the Police and Crime Plan which is relevant for the Annual Report.

Risks and Impact: None identified.

Link to Police and Crime Plan: The Annual Report reflects the priorities within the Police and Crime Plan.

List of Appendices

Annual Report 2021/22

Background Papers

None applicable to this report.

Persons to Contact

Elizabeth Starr, Interim CEO

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



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



ANNUAL REPORT 2021-22

Making Leicester, Leicestershire and Rutland Safer



“My vision is for efficient, robust and professional policing in Leicester, Leicestershire and Rutland.”

Rupert Matthews
Police and Crime Commissioner

CONTENTS

| | |
|--|----|
| Police and Crime Commissioner's introduction | 4 |
| Tribute to Simon Cole | 6 |
| How the money works | 7 |
| Improving policing across Leicester, Leicestershire and Rutland | 9 |
| Supporting victims and preventing crime | 13 |
| Communicating with local people | 17 |
| Working with partners | 20 |
| Leicester, Leicestershire & Rutland crime statistics | 23 |
| Her Majesty's Inspectorate of Constabulary, Fire and Rescue Services | 25 |
| The Peelian principles | 26 |

Police and Crime Commissioner's introduction

My first year in office reminds me of the famous poem by Rudyard Kipling – “If”.

Many people are familiar with parts of this poem – for instance the words written over the entrance to Wimbledon's Centre Court:

*“If you can meet with Triumph and Disaster
And treat those two impostors just the same.”*

Disaster certainly came with the untimely death of former Chief Constable Simon Cole. But there is far more to the poem than those two lines, and so much of it seems relevant as I sit here and look back on my first months in office.

Like all those entering into a new job, I came with aims and hopes. Unlike many others, however, mine were published for all to see in the form of my Police and Crime Plan [insert link]. This sets out clearly what I hope to achieve to make Leicester, Leicestershire and Rutland safer for all who live, work and visit our beautiful area.



This Plan is designed to last for two full terms of office. Some of the ambitions are very long term indeed, but others are capable of being completed more quickly. Some are a mix of both.

Take for instance the establishment of a Rural Crime Team to tackle crime that

affects farmers and others in rural areas. The Team was established within a few weeks of my taking office, but it will take some time for it to grow, gain experience and achieve its full potential.



Similarly, it was a short process to set up the Commissioner's Safety Fund – a £600,000 pot of money to be allocated over two years to fund crime prevention projects run by community groups – but the good work underwritten by the Fund will go on for years to come.

Other tasks included providing stability and continuity with what was already happening. I found the People Zones already in existence and have continued to fund them. But I have increased the resources given to this project with two full time members of staff who are overseen by a police officer of Inspector rank to emphasise the importance that I give to this project.

But it has not all been “eye-catching initiatives” – the hard grind of routine duties and decisions have consumed much of my time. Police officers need vehicles to travel in, uniforms to wear and buildings to work in. They all need to be paid for, which involved me in a thorough review of the budget of over £230 million. With inflation looming and the uncertainty of long-term funding

ever present, some serious rethinking was necessary to ensure long term sustainability for our police force and for the crime prevention, victim support and other measures my office funds.

It is also essential that a Police and Crime Commissioner knows and understands what you – the public – want and expect from the police and from the PCC. To achieve that I undertook the largest consultation exercise that any PCC has ever carried out to find out your views on my Police and Crime Plan – and then changed it accordingly.

I also established a weekly “Community Day” when I visit different parts of our City and Two Counties to meet the public, community leaders, business owners and others to find out what is needed so that I can represent those views to the Chief Constable to get action taken. You can keep up to date with what I discover by following me on social media (Twitter: @LeicsPCC and Facebook: www.facebook.com/LeicsPCC).

Throughout all of this, I have sought – in the words of Kipling's poem – to “fill the unforgiving minute with sixty seconds worth of distance run”. Have I succeeded? It is not really for me to judge. It is up to you.

In this Annual Report, I have set out a brief outline of what I and my office have done in the past year. Greater detail is available on my website (www.leics.pcc.police.uk).

Rupert

Rupert Matthews





Simon Cole QPM, Chief Constable of
Leicestershire Police 2010 - 2022

POLICE

20

Tribute to Simon Cole QPM

I was shocked and like everyone who knew him, saddened to learn of Simon Cole's death.

Simon had already been Chief Constable for many years when I was elected. He was the very essence of professionalism, he helped me greatly, he sought to explain what things meant to the new PCC.

Simon really set the standard for positive working relationships. He always had time for staff and officers alike. That was the measure of a true Chief Constable, Simon Cole style.

He was the standard-bearer for decency and the shield for Leicestershire Police for nearly 12 years. He served with such passion as chief constable in the area in which he grew up. A true inspiration to all officers and staff.

Simon led from the front and by example. He did this at a time when legislation has never been more complex for the police. He recognised

the ever-increasing and ever-more challenging demands on the police. He fulfilled his duty to steer Leicestershire Police carefully and surely through the toughest of times. And we are all safer for it.

Simon was not only a good copper at local level; he was an imposing and influential leader on the national stage and earned an exceptional reputation with stakeholders and colleagues.

Simon has not only been a Chief in Leicestershire Police for many years, but he has also created a legacy where the force is now regarded as a modern service that is now one of the top performing forces in the country.

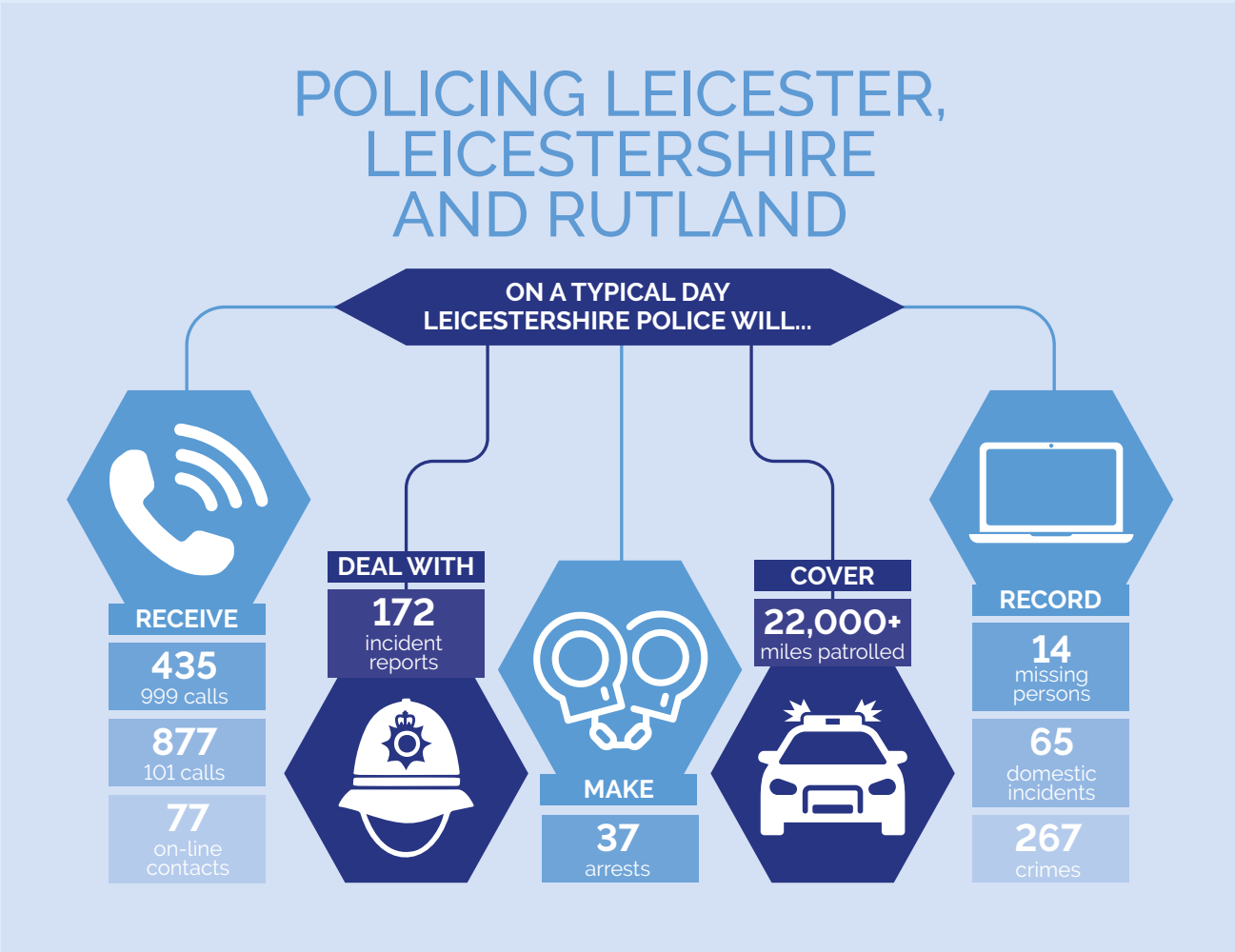
I shall finish by writing some of the words Simon's colleagues used to describe him in the book of condolence, "A true leader; genuine; approachable; a gentleman; caring; compassionate; intelligent; amazing; inspirational."

How the money works

Making sure that your money is spent wisely and well is a top priority for me. As Police and Crime Commissioner it is my task to ensure value for money both from the Chief Constable and Leicestershire Police, and from the services that I commission directly. I have always taken a cautious approach to financial risk. For that reason, I was disappointed to find on taking office that a number of expensive items that will fall due in the next few years were uncoded in

the budget, that assumptions about future costs were questionable and that a deficit of £11.4m was forecast for 2024/25.

Therefore, my budget for the 2022/23 financial year needed to address these points taking into account the assumptions in the Medium-Term Financial Plan (MTFP). It was based on what was affordable and sustainable.



Budget for 2022/23

My first budget for policing in Leicester, Leicestershire and Rutland aimed both to equip our Chief Constable with the funding necessary to deliver the improvements to Leicestershire Police as set out in my Police and Crime Plan and at the same time to put future expenditure on to a more sustainable footing. The announcement of a 5% pay rise for officers and the growth of inflation have vindicated my cautious approach to finances. Leicestershire Police are now set for a more sustainable financial future in the short to medium term.

In setting this budget I took into account the feedback I received from local people across the City and Two Counties. That is why I sought opinions from residents across Leicester, Leicestershire and Rutland. This is why I consulted exhaustively on my Police and Crime Plan so that my plans were emphatically endorsed, and clearly reflected the areas in which the public wish to see improvements.

I must also say how grateful I am to everyone who responded to my consultation on both the policing priorities and the amount of council tax paid towards policing. Their responses have shown overwhelming support for both my policing priorities and an increase in the amount of council tax that is paid towards policing.

For more financial information please see the [Finance section](#) of my website.



Rupert on a patch walk with PCSO Eastwood in Blaby

Improving policing across Leicester, Leicestershire and Rutland

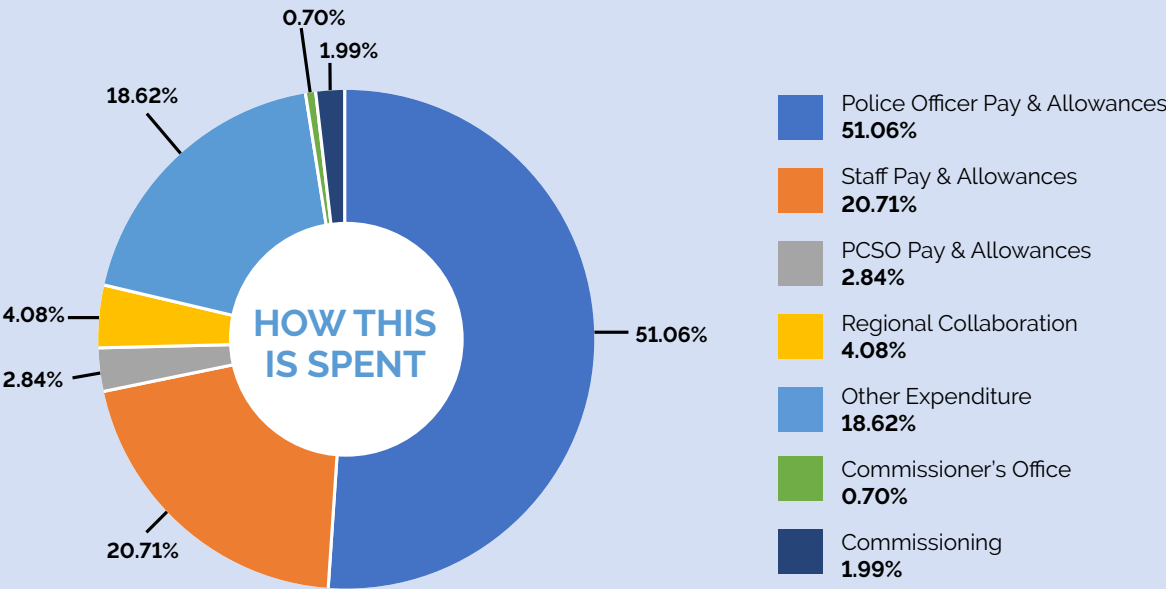
Our police operate in a constantly changing and challenging environment. Criminals are becoming ever more sophisticated and ruthless, taking advantage of modern technology, transport links and new techniques to bring theft, violence and disorder to our communities. That is why I have been working with Leicestershire Police's Chief Officer Team to transform local policing and make sure that we stay fully up to date in crime fighting tactics and equipment.

I must pay tribute to the Chief Officer Team at Leicestershire Police. The leadership that they have, and continue, to provide to our police force is magnificent. They have been tireless in providing innovative solutions to problems, identifying ways that the Force can improve and seeking new ways to keep our City and Two Counties safer. Nothing that has been achieved could have been done without them.



THE COST OF YOUR POLICE

The budget has been set at £223.2m for 2022-23. The amount you will pay towards policing in 2022-23 depends on the property in which you live. The average (Band D) household will pay an extra 19p a week through the small part of the council tax bill that goes towards policing.



Delivering my plan

It was a proud moment to see that the national inspection body for policing, Her Majesty's Inspectorate of Constabulary, Fire and Rescue Services (HMICFRS), found Leicestershire Police to be outstanding in a number of areas in its latest report.

That said, there is always more to be done, and to that end I held significant discussions with the Chief Constable and the entire Chief Officer Team, alongside my own senior executives, to establish how my Police and Crime Plan would be delivered.

Matters have moved swiftly and already it has been agreed that:

- Police officer numbers will not fall below 2242;
- There will be continued investment in digital technology to future proof the service;
- The force needs to retain skills and capability whilst new recruits become fully competent and skilled to take over the more specialist roles;
- There will be a thorough review of the Estates Strategy to ensure that police stations, offices and other buildings meet the needs of the police and the public. This has already led to plans for a front office enquiry facility to be reopened in Rutland;
- The service standards expected from each Neighbourhood Policing Team, including joint patch walks and local updates, have been agreed;
- There will be a focus on standards and uniform alongside a reintroduction of the traditional headwear, with a uniform that is interchangeable between the generalist and specialist departments to ensure a consistent and smart corporate image. Independent oversight and scrutiny will be encouraged;
- Dedicated schools officers working to prevent young people carrying knives and take early action to address and prevent issues escalating



Rupert delivering crime prevention leaflets in Burrough-on-the-Hill



Rupert and Cllr Mullaney in Hinckley High Street where they're showcasing some of the Safer Streets equipment

Increasing public trust and confidence

Public trust and confidence in the police remains the ultimate indicator of success. This is why an internal Leicestershire Police 'Trust and Confidence Strategy' is being developed. It is designed to act as a guide to the actions considered necessary to enhance and preserve the high regard in which Leicestershire Police are held by our communities across Leicester, Leicestershire and Rutland.

Among the objectives of the strategy are the ambitions to:

- Enhance public trust and confidence;
- Aid the delivery of the Police and Crime Plan;



Rupert delivering crime prevention leaflets with Alberto Costa MP in Lutterworth



Rupert walking through Oadby delivering crime prevention leaflets

- Build on the excellent inspection feedback Leicestershire Police receives from HMICFRS;
- Demonstrate that Leicestershire Police listens to the views of the law-abiding public;
- Continuously improve the skills and training of police officers, staff and volunteers;
- Ensure that police officers have the appropriate technical and digital capability;
- Ensure value for money.

Improving the service

In order to deliver the priorities set out in my Police and Crime Plan, I am pleased to say that Leicestershire Police has already:

- Introduced the 'Team Leicestershire Academy' to deliver first-class training;
- Increased Taser training, with the aim of having a taser-trained officer in every double crewed vehicle;
- Introduced an inspection regime for all new recruits to create a culture of professional pride;
- Introduced a 24/7 drone capability leading to a significant reduction in costs and significant performance benefits;

- Established a 'Rural & Heritage Crime Team' with officers trained to tackle these types of crime and equipped with four-wheel drive vehicles;
- Developed a new response to domestic abuse, to improve the ability to capture evidence and enhance investigation capability;
- Introduced a programme aimed at preventing reoffending by domestic abuse perpetrators – which is already showing early signs of progress;
- Begun a rolling programme of operations that target those identified as habitual knife carriers with strengthened interventions designed to reduce the number of people carrying a knife in our communities;
- Strengthened cross border relationships with neighbouring police forces, including a series of regular and frequent operations;
- Developed a partnership and evidence-based approach to tackling serious violence, supported by a dedicated team of officers carrying out high profile foot patrols in key locations.

Enhancing visible leadership

To achieve more effective policing through more visible leadership, Leicestershire Police has begun the process of:

- Increasing the number of inspectors and sergeants
- Creating 24/7 critical incident command along with a 24/7 shift inspector role
- Appointing a dedicated Rural and Heritage Crime Inspector

Increasing volunteers, specials and watch schemes

I outlined in my Police and Crime Plan my belief that we need to revitalise the spirit of volunteering. I have been working to unleash the power of our communities through more 'Watch Schemes', such as Neighbourhood Watch and Community Speed-Watch, as well as supporting a variety of community groups to tackle quality of life issues relating to crime and security.

This is being achieved by:

- Incorporating 'Specials' training within the Academy with learning being interchangeable with regular officers where possible;
- The decision to appoint a dedicated 'Watch Scheme Development Officer';
- Enabling Specials to serve in the Rural Policing Team;
- Integrating access to senior leadership development and command training programmes for all Special senior officers.

Independent custody scrutiny

- My own Independent Custody Visiting Scheme, where volunteers known as Independent Custody Visitors (ICVs) make regular visits to the primary custody suites within the force area, has retained the Investing in Volunteers Award for the fourth occasion. I am proud to say that it has also been granted a Gold Award for Quality Assurance from the Independent Custody Visiting Association.
- The Scheme produces its own annual report, which can be downloaded from my website.
- I also agreed to introduce an Animal Welfare Scheme to confirm that our police dogs receive the highest standards of welfare.



Rupert meeting with Uppingham's Town Mayor and Clerk to discuss some of the town's crime and policing issues



Rupert visiting PC Daley at the Vale's Police Office in the Vale of Belvoir



Supporting victims and preventing crime

As well as setting the budget and strategy for Leicestershire Police and holding the Chief Constable to account for force performance, I also have responsibility for commissioning a host of other services. These encompass crime prevention, victim support, community safety and a wide range of other services that help to keep us all safe.



Commissioning

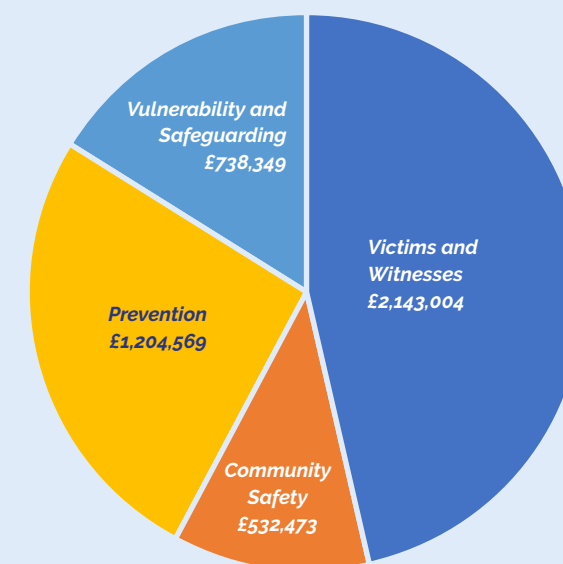
Commissioning services from charities, community groups and others is essential to fulfilling the ambitions set out in my Police and Crime Plan.

By tightening up on performance monitoring and quality control, I am improving the services available to victims, strengthening the work to

prevent crime and enhance community safety while delivering best value for money for the taxpayer.

In 2021-22 my Office was awarded over £5m additional funding to both support victims of crime and to protect those at risk of crime.

Commissioned Services 2021/22



Total Commissioned Services £4,618,394

Grants Received 2021/22

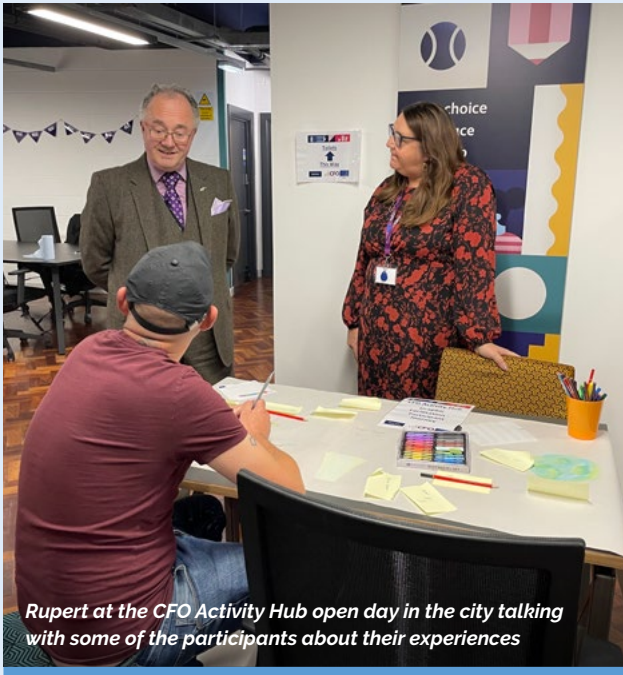
| | £ |
|--|------------------|
| MOJ Victims and Witnesses | 1,277,869 |
| MOJ DA Support Uplift | 219,244 |
| MOJ SV Support Uplift | 82,965 |
| MOJ Independent Sexual Advisors Funding | 436,796 |
| MOJ Critical Support Funding | 73,791 |
| Violence Reduction Unit | 880,000 |
| VRN - Serious Violence Intervention - Custody | 232,657 |
| VRN - Serious Violence Intervention - Schools | 382,767 |
| VRN - Serious Violence Intervention - Trauma Informed Training | 319,259 |
| VRN - Youth Endowment Fund - The Reach Project | 122,014 |
| Safer Streets Round 2 | 482,000 |
| Safer Streets Round 3 | 594,041 |
| DA Perpetrator funding | 191,339 |
| Total Grant Funding | 5,294,742 |

Enhancing Services for Victims

Being a victim of crime can be a traumatic experience that many people find difficult to overcome. That is why a significant part of my Police and Crime Plan is dedicated to ensuring quality support is available for victims as and when they need it.

I am completely committed to improving the scope and quality of victims' services throughout Leicester, Leicestershire and Rutland, evidenced by the strengthening of services.

I have worked in partnership with a number of bodies to ensure efficient and effective commissioning and improve the experience of victims, thereby supporting them to recover. Over the last financial year, investment in victims' services amounted to over £4m.



Rupert at the CFO Activity Hub open day in the city talking with some of the participants about their experiences

Victim First

My largest commissioned service is currently 'Victim First', which ensures that all victims of crime have access to appropriate support to cope and recover from the impact of their crime.

It provides free emotional and practical support to all victims and witnesses of crime as well as family members of victims. It is available across Leicester, Leicestershire and Rutland and can provide help

regardless of whether or not the crime has been reported to the police.

The service receives referrals from the police, partners and self-referrals. 'Victim First' officers discuss emotional or practical needs with the victim and work to put in place a support plan which could involve referring them to a commissioned specialist service for further support.



In addition, working with partners we have:

- Set up virtual drop-in sessions with Loughborough University to support students who have been victims of crime;
- Increased social media presence and enhanced the material that is posted on social media;
- Submitting evidence and case study examples to Catch22 for Violence Against Women and Girls (VAWG) call for evidence;
- Service Delivery Group meetings and continued work with Police Liaison Officers.

Restorative Justice

Restorative Justice brings together people harmed by crime with those responsible for the harm, to find a positive way forward. It gives victims the choice and the chance to tell offenders the real impact of their crime, get answers to their questions and ultimately get an apology. I'm pleased to see that feedback shows:

- 100% of participants said they felt safe during the meeting;
- 100% of participants said they were very satisfied that everyone was able to

communicate all that they wanted to say, and that the other person took responsibility for the harm that they had caused;

- 100% of victims were very satisfied with the outcome of the meeting and would recommend a restorative meeting of that type to other people in their position;
- 100% of offenders said they would recommend a restorative meeting to other people.

Prevention

Prevention is most definitely better than cure. Fewer crimes mean fewer victims, less demand on the police and less pressure on the criminal justice system. It is for this reason that I am encouraging the police to organise events across the City and Two Counties to give advice on home and business security.



Rupert speaking with residents in Bell Street, Wigston about their concerns regarding crime in Wigston

The Commissioner's Community Safety Fund

My Community Safety Fund, worth £600k over two years, has been established to help prevent crime and protect vulnerable people.

This grant scheme is channelling funding into community projects that help to reduce the risk of crime and abuse and increase public safety. Awards of up to £10,000 are available to local organisations which successfully apply and prove their project addresses my key safety priorities.

Examples of those funded in the first round include:

- Free from Fear project, supporting victims of abuse directly to increase reporting;
- A Community Outreach Programme to prevent exploitation, identify and support victims;
- Street Outreach Programme to support individuals away from working in street prostitution;
- Peer Support Groups for Female Survivors of Childhood Sexual Abuse.



Rupert signs a cheque for commissioned services

You're Right, That's Wrong

This powerful campaign encourages men to stand up to the mark and call out unacceptable behaviour towards women. By the end of March 2022 it had been viewed more than three million times on social media, with videos and stills imagery designed by

delivery partner Hitch Marketing promoted across social media platforms including Snapchat, Instagram and YouTube.

Importantly, more than 19,000 visits were made to the campaign's dedicated website: www.thatwrong.co.uk.



Support to tackle Violence Against Women and Girls (VAWG) and trauma

Within my Police and Crime Plan, I set out my intention to develop a partnership response to reduce violence against women and girls. To that end I

have funded for a consortium to coordinate sexual and domestic violence services worth over £400,000 across Leicester, Leicestershire and Rutland.

I have also provided £10,000 for a Modern Day Slavery Helpline which provides information, advice and guidance about modern slavery issues.

Rehabilitation

In my plan, I was clear that I will work to ensure that those at risk of a life of crime can be identified so that intervention and rehabilitation services step in to try to divert them back to a productive and honest life. I am pleased to say that our commissioning strategy is already helping some of the most vulnerable members of our community.



Rupert was pleased to provide funding worth £17,592 to the Falcon Centre in Loughborough

Safer Streets

Since my election £1,076,041 has been awarded to Leicester, Leicestershire and Rutland via the Home Office Safer Streets Fund. I am hopeful that the impact of the work funded by these awards will continue to have a positive effect on crime rates over the coming years.

Amongst other things the funding has delivered:

- Free security upgrades such as new locks, window alert alarms, light timers and door bar/chains in 1,000s of homes across Leicester, Leicestershire and Rutland;
- New CCTV cameras in parks and public spaces across Leicester, Leicestershire and Rutland area to increase the safety of women and girls;
- Bicycle/vehicle packages to protect them from theft;
- Personal Attack Alarms and Property Marking Kits.

Communicating with local people

The most fundamental part of my role is to engage, listen, respond and be accountable to all residents of our City and two Counties. My job is to represent the public's voice in policing. The best way I can do this is by being accessible and open to scrutiny through a variety of different methods.

I believe that communication is as much about listening as informing. It is vitally important for me to listen to the varying views of local people in relation to crime and community safety. These views are used to shape my future decisions.

I was clear on my election that I felt communication with the public was key to improving trust and confidence. The promulgation of information has increased threefold.



Rupert went to Medbourne to listen to Cllrs Modha and Rickman about their residents' concerns

Listening to you

To ensure that my Police and Crime Plan reflected the wishes of local residents across the entire force area, I undertook one of the largest public consultations of any PCC to date to establish the public's priorities. Thousands of responses from the public and local stakeholders supported my plans after which the final plan was endorsed by the Police and Crime Panel.

To ensure that I am aware of any changes to public priorities, and equally importantly, very local matters, I have boosted consultation to undertake a series of locality-based surveys through social media and one to one opportunities while we are out and about across the City and two Counties.

Keeping in touch with communities

I have established a weekly 'Community Day', whereby I visit towns, parishes and wards across the area to meet local residents, community

representatives and businesses. I listen to their views, feed my findings back to the force where appropriate and keep those I have met informed of progress.

This micro-level interaction is boosted still further by street stands in areas of potential footfall,



Cllr Ruma Ali explaining policing needs of her Humberstone and Hamilton ward in the city



Rupert went to Belgrave Road in Leicester to celebrate Diwali with residents and INSP Ismail, Cllr Chamund and Cllr Solanki

where I meet local residents wishing to see how I can help them and willing to give their views on community safety where they live. In this way I am building up a very detailed view of the varying issues faced by different communities. These views are retained, addressed and tracked to maintain momentum.

I have also held regular meetings with local MPs, both on their 'patch' and in my office, to see how they can take local issues to Westminster and equally, how they can support my own work to improve community safety. In addition, local MPs are invited to regular updates with the Chief Constable and myself, providing an excellent two-way dialogue.

Working with local representatives

Those elected to represent our communities, as an MP or County, City, District or Parish Councillor, know the issues in their areas better than anyone else. My door is always open and over the months I have held numerous meetings with local councillors to discuss problems such as speeding, anti-social behaviour and drug crime.



Rupert talking with residents about their concerns relating to policing and crime in Diseworth, NW Leics

The written word

In a world where we endeavour to meet the demands of 24-hour instantly updated news, it is clear that there remains a veritable appetite for newsletters. I have initiated a schedule of newsletters for Councillors and residents in each local authority area. At the outset, members of the public and stakeholders were invited to tell me what sort of news they wished to receive. The content has been based on that very positive feedback. Sign up to receive your copy [HERE](#).

I also produce a regular and popular blog which informs readers about the breadth of the role, the expectations of a PCC and provides a glimpse into the kaleidoscopic variety of work that I undertake, from visits to the Home Office, to visits to schemes I have funded to report reading.

I have also issued over 130 press releases, statements and responses which have received exceptional coverage, giving rise to interviews with broadcast and printed media on over 50 occasions. This helps to keep you informed of how the Force and I are working to keep you safe.

Social media

The main social media channels utilised by my office are Twitter, Facebook and YouTube (for video purposes) and I have agreed to include Instagram going forward.

The following continues to grow which is pleasing and these different platforms provide an excellent opportunity for two-way engagement. Direct messages are responded to in a timely fashion and those raising topics in the public forum are invited to meet me to discuss.

The reach by the end of March stood at 1,207,217.

Postcards from the plan

To raise awareness of the key priorities of my Police and Crime Plan, and to illustrate that I remain of the belief that one size does not fit all, I have produced bespoke postcards for the City and two Counties. These are available in hard copy, or digitally. They have been issued widely alongside a crime prevention leaflet which I provide to those I meet.

These leaflets have also been issued by mail to interested parties. If you would like to receive a copy, please contact my office.

Business Matters

Business crime in all its forms is a concern to all those who work hard to keep our local economy flourishing. I determined that it was important to remain aware of these issues and have held meetings with local business representatives and the Chamber of Commerce across the area to establish the key and changing problems they face. I have, as a result, been in a position to support initiatives designed to tackle these problems.

Responding to contact

The right to query the work of any public body or figure and receive a response is pivotal to our democracy.

Since I took up office I have undertaken 96 Complaint Reviews and responded to 17 Freedom of Information requests.

I have also responded directly, in written format, to 276 contacts from local residents and stakeholders.



Celebrating the success of the Community Leadership Programme



Rupert meets an equine friend on a rural community day



Rupert with Leicestershire Search and Rescue team member

Working with partners

No police force can successfully work in isolation. Our work with partners, statutory or otherwise provides a valuable source of support when it comes to keeping our communities safe.

To drive this work forward with our statutory partners, I chair the Strategic Partnership Board (SPB). This Board provides system leadership and the strategic coordination required to prevent and reduce violence and vulnerability across Leicester, Leicestershire and Rutland. The Board is responsible for the discharge of shared legal duties including the new Serious Violence duty and agreeing and owning relevant LLR-wide strategies. This meeting also provides the formal governance for our ground-breaking Violence Reduction Network.

There are nine Community Safety Partnerships (CSPs) across the area, and I provide approximately £640,000 to help fund a number of activities, agreed by each local CSP, to tackle issues specific to their district. Working in partnership this year with the CSPs, VRN and the police we have also managed to generate an additional £1,076,041 through the Safer Streets Fund.



The VRN's VIP Youth Workers offer tailored support, opportunities and hope to young people affected by violence

Violence Reduction Network (VRN)

I have been determined to move the VRN and its work onto a more sustainable footing and made the case for longer-term funding to the Home Office. I was delighted to have been successful and have secured a three-year funding settlement for the VRN totalling £3.5 million over the next few years.

The VRN is an innovative and collaborative partnership and the achievements this year have been numerous including:

- The extension of the Violence Intervention Project into police custody settings;
- A new pilot project, the Reach Programme places youth workers in schools to work with young people at risk of exclusion and to prevent their involvement in violence and exploitation;
- A new Youth Involvement Partnership wherein a range of community partners have worked with the VRN team to ensure young people most affected by violence are given the opportunities and tools to influence local responses;

- The design and delivery of a system-wide workforce development programme equipping practitioners and their managers with the knowledge and skills to adopt a trauma-informed approach to their work.

The reach of the VRN's six interventions has been impressive:

VRN INTERVENTIONS

2135

YOUNG PEOPLE REACHED

DEMOGRAPHICS

AGE RANGE

11-25+

ETHNICITY

65% WHITE

13% ASIAN

9% MIXED

7% BLACK

5% OTHER

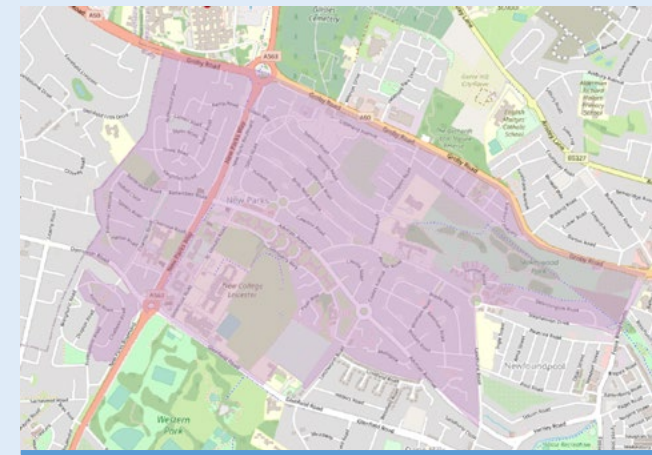
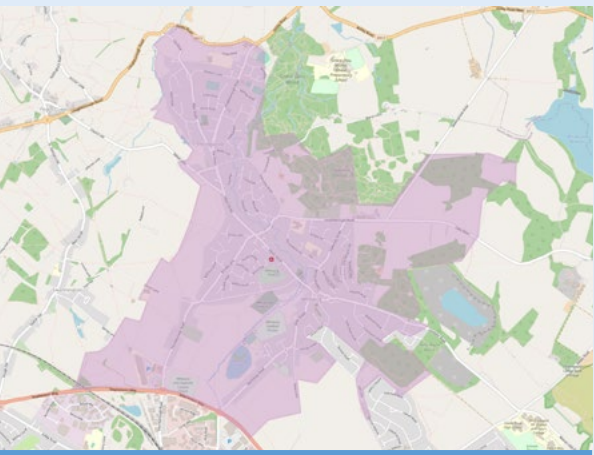
GENDER

80% MALE

20% FEMALE



The VRN attends numerous community events



Thringstone and Whitwick People Zone

New Parks People Zone

Bell Foundry People Zone

People Zones

I inherited 'People Zones' which is a brilliant concept, but one that I felt would benefit from a redesign of the existing zones to make them more worthwhile and effective. The OPCC now has a full-time 'People Zone' team to help build on the positivity and skills in communities.

I believe that local people are best placed to know local issues, concerns and the gaps that exist in provision of services and resources. My new approach will set community solutions and ultimately make 'People Zones' safer for everyone who lives and works within them.

We are currently working with three areas where we have identified local talent and community leaders, to connect services to create a cohesive, accessible and enjoyable community for everyone.

I'm pleased to note that Community Payback, where offenders work on projects to pay back the community for their crimes, is helping the 'People Zone' in New Parks to overhaul a disused area and turn it into a suitable space for a mental wellbeing gardening club. As mental health issues are a concern in New Parks, the hope is that this project will provide a positive outlet and reduce some of the challenges faced across the local community.



Planting a tree in New Parks

Community Leadership Programme

I'm proud to see the VRN and my own office supporting this innovative programme which is making a real sustainable impact on the quality of life in communities.

Two cohorts of the Community Leadership Programme have now successfully completed the programme which provides local people already working in a community with a leadership role.

This is part of a public health approach to reducing violence which involves supporting people and working through their problems to prevent crisis and stop them turning to crime.



Leicester, Leicestershire & Rutland crime statistics

The year ending 31 March 2022 saw an increase in some offences recorded by Leicestershire Police – including violence – while other offences, including thefts, robberies and burglaries, recorded decreases.

Post-Covid it is clear that crime levels have returned to normal. Some rises in recorded crime can be attributed to changes in recording practices such as violence against the person offences whereby all common assaults are now reviewed and often re-classified as actual bodily harm.

In addition, over 2000 police officers have had data integrity training to improve upon crime classification. Improvements in data integrity are also attributed to the Dedicated Decision Makers (DDMs) who review crime classification and have been in place at Leicestershire police since 2019.

In 2021-22 there were 39,565 'violence against a person' crimes recorded by Leicestershire Police. This is an increase of 16 per cent from the previous year. Analysis shows that the majority of these offences relate to a low-level injury offence, for example a scratch or a bruise being caused.

Violent offences are not acceptable and I will ensure that everything possible is done to tackle this. Successful initiatives such as Lives Not Knives campaign and the Violence Reduction Network, will continue to work with communities and partner agencies to reduce violence.

Sexual offences reporting has also increased by 29 per cent during the reporting period, illustrating the positive results from campaigns to encourage victims to report this type of crime.

We saw a decrease in robbery offences of 5%, vehicle crime was down by 2% and burglary by 6%. The past few months have also seen a number

of successful arrests, charges and convictions in court.

I am confident that improved crime recording is reflected in these figures showing a rise in recorded crime by police. It is my job to hold the Chief Constable to account on these matters but improvements that have been made do have to be seen as a good thing even if it means the figures are increasing. This was reflected in the recent report by HMICFRS where Leicestershire Police were shown to be outstanding in several categories including crime recording.



Rupert gets a closer look at a fleet car with local response officer

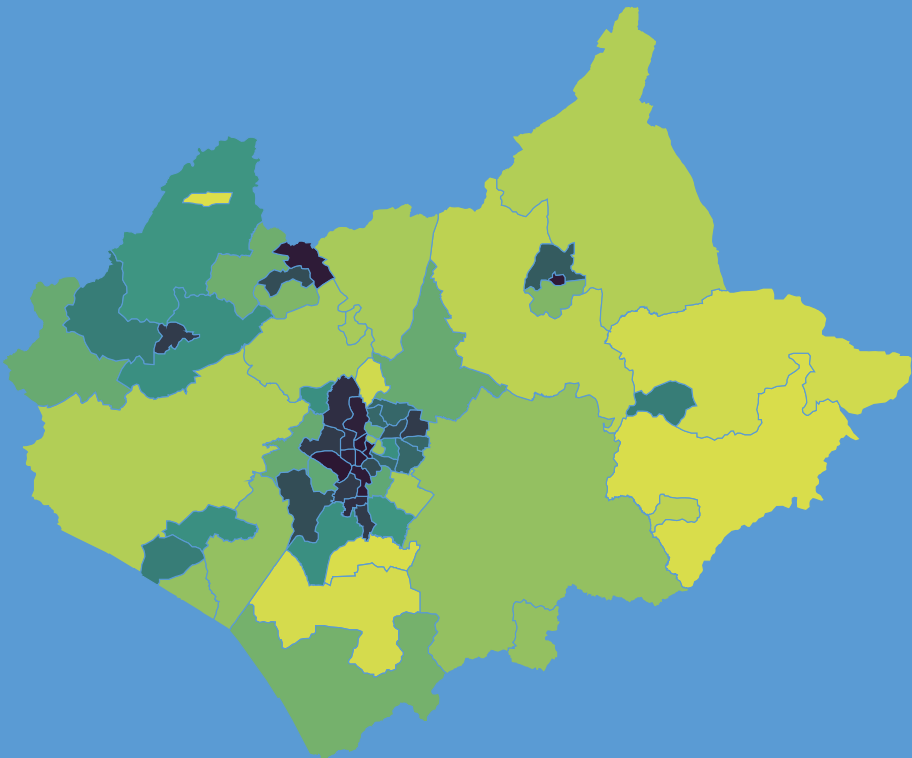
The table below shows the total volumes broken down by crime category for the past two financial years. The positive outcome rate for the Force is around 14% for all crimes, with the highest outcomes rates recorded in the possession of weapons and drug offences categories.

The positive outcome rate for Leicestershire is currently the second highest when compared to our most similar forces group. (Nottinghamshire,

Essex, Hertfordshire, Hampshire, Bedfordshire, Kent and Sussex).

A proportion of the recorded increase in crime can be associated with the force's ambition to improve accessibility to the public, and increase the reporting of crime. Furthermore, the endeavour to be as ethical as possible with what crime recording standards does contribute to the unprecedented high levels of recorded crime.

| OFFENCE CATEGORY | 1st April 2020 to 31st March 2022 | 1st April 2021 to 31st March 2022 | Difference | % Change |
|--------------------------------------|-----------------------------------|-----------------------------------|---------------|---------------|
| Violence Against the Person | 33,763 | 39,150 | 5,387 | 15.96% |
| Theft Offences | 21,554 | 24,495 | 2,941 | 13.64% |
| Public Order | 11,067 | 13,694 | 2,627 | 23.74% |
| Criminal Damage & Arson | 9,506 | 10,721 | 1,215 | 12.78% |
| Sexual Offences | 3,052 | 3,908 | 856 | 28.05% |
| Drug Offences | 3,435 | 3,450 | 15 | 0.44% |
| Miscellaneous Crimes Against Society | 2,312 | 2,383 | 71 | 3.07% |
| Possession of Weapons Offences | 735 | 927 | 192 | 26.12% |
| Robbery | 757 | 722 | -35 | -4.62% |
| TOTAL | 86,181 | 99,450 | 13,269 | 15.40% |



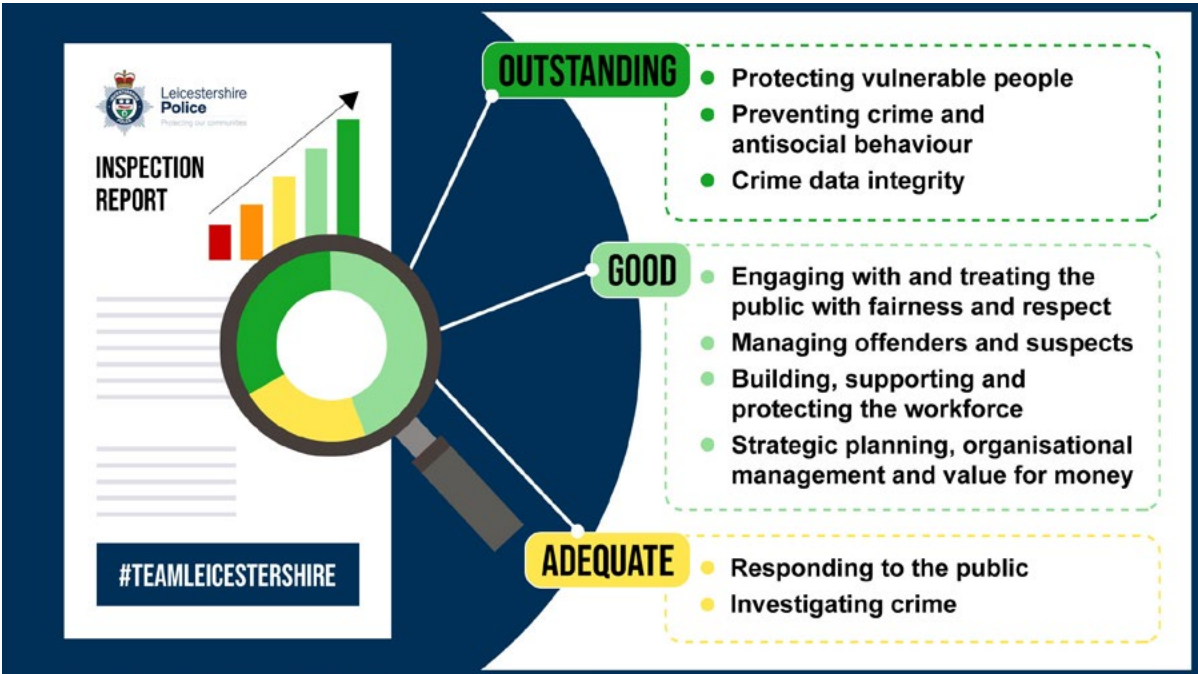
The image to the left displays the rate of crime per 1000 population by the Police beat areas, from this it shows the pockets of crime hotspots across Leicester, Leicestershire and Rutland.

Dark = highest rate

Her Majesty's Inspectorate of Constabulary, Fire and Rescue Services

As the national inspection body for policing, Her Majesty's Inspectorate of Constabularies and Fire and Rescue Services (HMICFRS) is an independent body that examines the performance of each police force, produces an assessment on their findings and compares each force's performance against one another.

HMICFRS ask the searching questions that the public wants answered of their local force and I am pleased to say that Leicestershire Police are outstanding in a number of areas:



The Peelian principles

When Sir Robert Peel founded the modern British police force in 1829, he set out the basic principles of policing that have endured to the present day. These are:

- 1

To prevent crime and disorder, as an alternative to their repression by military force and severity of legal punishment
- 2

To recognise always that the power of the police to fulfill their functions and duties is dependent on public approval of their existence, actions and behaviour, and on their ability to secure and maintain public respect
- 3

To recognise always that to secure and maintain the respect and approval of the public means also the securing of the willing co-operation of the public in the task of securing observance of laws
- 4

To recognise always that the extent to which the co-operation of the public can be secured diminishes proportionately the necessity of the use of physical force and compulsion for achieving police objectives
- 5

To seek and preserve public favour, not by pandering to public opinion, but by constantly demonstrating absolutely impartial service to law, in complete independence of policy, and without regard to the justice or injustice of the substance of individual laws, by ready offering of individual service and friendship to all members of the public without regard to their wealth or social standing, by ready exercise of courtesy and friendly good humour, and by ready offering of individual sacrifice in protecting and preserving life
- 6

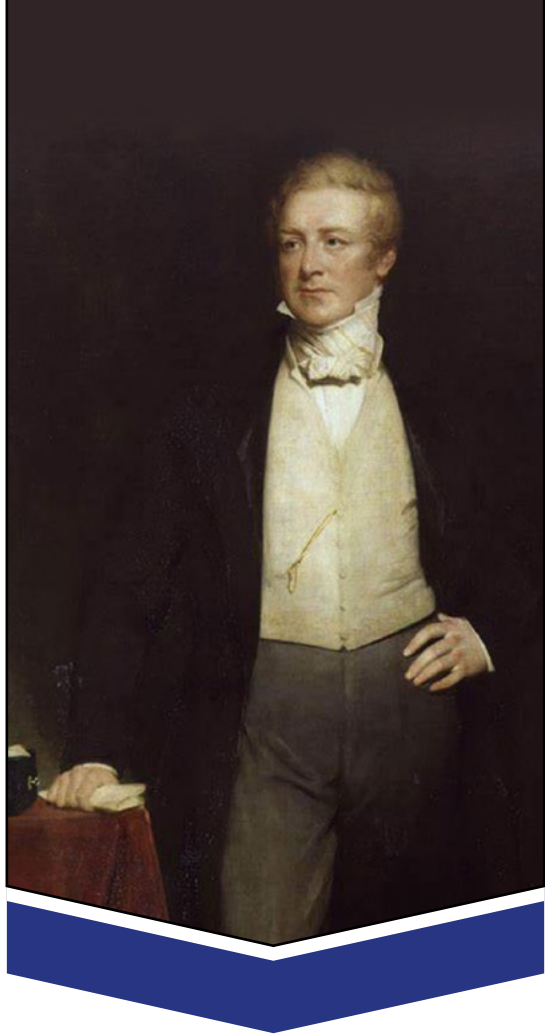
To use physical force only when the exercise of persuasion, advice and warning is found to be insufficient to obtain public co-operation to an extent necessary to secure observance of law or to restore order, and to use only the minimum degree of physical force which is necessary on any particular occasion for achieving a police objective

- 7

To maintain at all times a relationship with the public that gives reality to the historic tradition that the police are the public and that the public are the police, the police being only members of the public who are paid to give full-time attention to duties which are incumbent on every citizen in the interests of community welfare and existence
- 8

To recognise always the need for strict adherence to police-executive functions, and to refrain from even seeming to usurp the powers of the judiciary of avenging individuals or the State, and of authoritatively judging guilt and punishing the guilty
- 9

To recognise always that the test of police efficiency is the absence of crime and disorder, and not the visible evidence of police action in dealing with them





Making Leicester, Leicestershire and Rutland Safer

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

POLICE AND CRIME COMMISSIONER FOR LEICESTERSHIRE POLICE AND CRIME PANEL

| | |
|-----------|--|
| Report of | OFFICE OF THE POLICE AND CRIME COMMISSIONER |
| Subject | DOMESTIC ABUSE AND RELATED ALCOHOL USE |
| Date | MONDAY 26 SEPTEMBER 2022 |
| Author | LIZZIE STARR, INTERIM CEO, OFFICE OF POLICE AND CRIME COMMISSIONER |

Purpose of Report

1. To provide the Panel with an update of analysis on Alcohol related Domestic Abuse performance following a presentation to the Police and Crime panel on 2 December 2021.

Recommendation

2. The Panel is recommended to discuss and comment:-
 - a. Note the contents of the report

Background

3. A member of the Police and Crime panel requested the Commissioner present analysis on the correlation between the Alcohol and Domestic Abuse, with a particular focus on the levels during the Covid-19 pandemic.
4. The panel received a presentation by OPCC analyst, Jemima Mason in December 2021, during which high level charts and data were presented regarding the volumes of domestic abuse relating to alcohol.
5. The OPCC have since requested a paper from the Force on this matter and this paper is a follow up to the presentation to the panel.
6. The OPCC does intend to focus on this issue further and has asked the force for regular updates through the corporate governance board.

Domestic Abuse Summary

7. The onset of lockdown saw an increase in domestic abuse reports which had reduced slightly over the winter period. It then increased again between February and March 2021 and has remained at a new higher level since. It is predicted to remain at this high level without significant change. Currently, there is a 6.5% increase for the last 12 months compared to the previous year. When

only domestic crime is considered, the increase is slightly less at 4.3%. This can be seen in the trend chart below, Figure 1.

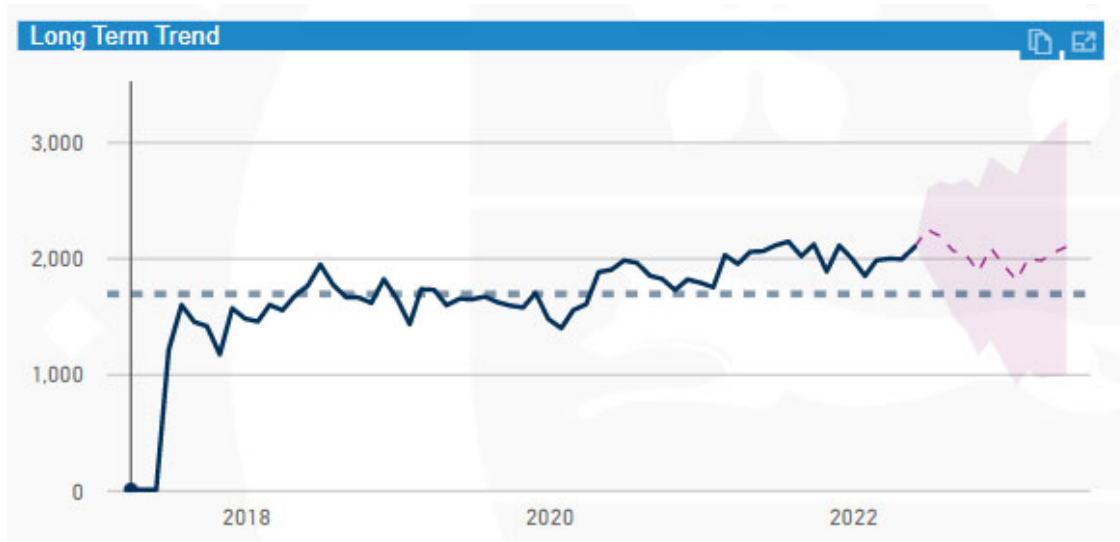


Figure 1. Chart showing the trend of Domestic Abuse related Incidents and Crime

8. In the pre-pandemic baseline year there were 14,075 domestic crimes and 5,905 domestic incidents recorded. In the last year, up to 30th June 2022, there were 16,741 crimes and 7,085 domestic non-crimes recorded. This equates to a 19% increase in domestic related occurrences being recorded.
9. The force has undertaken a review of the response to domestic abuse and are currently in the process of implementing a number of agreed recommendations, these include: -
 - a. Increasing resource within the Domestic Abuse Investigation Unit to enable this specialist team to investigate repeat and escalating medium risk cases alongside high risk cases. A pilot has demonstrated exceptional performance for cases investigated by the unit leading to an increased number of positive outcomes.
 - b. Improved use of data to identify escalating risk in domestic abuse cases and repeat cases of abuse that require a more focused problem-solving approach.
 - c. In appropriate cases, use of video calls to improve response time to victims and early assessment of risk.
10. However, it should be noted that during this period there have been changes to crime recording processes that will affect these numbers. It is now a requirement to record separately any domestic related stalking offence, in addition to the primary offence. In the last year, there were 4,746 domestic related stalking and harassment offences recorded, compared to 2,822 in the baseline year.
11. Further analysis of domestic abuse data suggests the following high-level statistics:

- a. Demographic data shows that the victim profile is predominantly female with 73% of all victims being female.
 - b. Over half of the female DA victims are aged between 20 and 40 with the peak level being between 30 and 34 years old.
 - c. 90% of offending (against females) occurs within a dwelling.
 - d. Most common offender against females are ex-partners rather than current partners.
 - e. 89% of offenders against female are male.
 - f. When considering both male and female victims, 75% of offenders are male.
 - g. Where the victim is male, 35% of offenders are male and 65% female.
12. 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)
13. The current focus of the VRN's work defines serious violence as public place violence resulting in significant physical injury with or without weapons which is consistent with the national Serious Violence Strategy 2018.
14. Although the VRN's primary focus is on public place serious violence, the partnership recognises the multiple forms of violence affecting communities and young people, and the links between different types of violence including domestic abuse. Research highlights these connections, together with the common risk and protective factors and the importance of deploying strategies which simultaneously address multiple forms of violence. The VRN therefore collaborates with other local Boards and partnerships, and invest in strategies to prevent wider harm affecting our communities.
15. The VRN's core membership are meeting in October 2022 to revisit the VRN definition and scope in preparation for the new Serious Violence duty.

Alcohol Related Domestic Abuse:

16. Analysis of crime data recorded by Leicestershire police indicate a low level of alcohol misuse as a contributory factor with 22% being listed. This is below the level following a study by the national institute on Alcohol Abuse and Alcoholism which determine that between 27 and 40% of perpetrators of domestic abuse were under the influence of alcohol.
17. The trend chart below (Figure 2) shows the recorded crime data for domestic abuse where an alcohol marker has been used. The chart indicates a similar uplift to that of the domestic abuse trend chart however a slight upward trajectory. However, when this is analysed as a proportion of total domestic offences the trend is much more stable indicating that the volume of alcohol related incidents is increasing inline with an increase of domestic abuse. (Figure 3.)

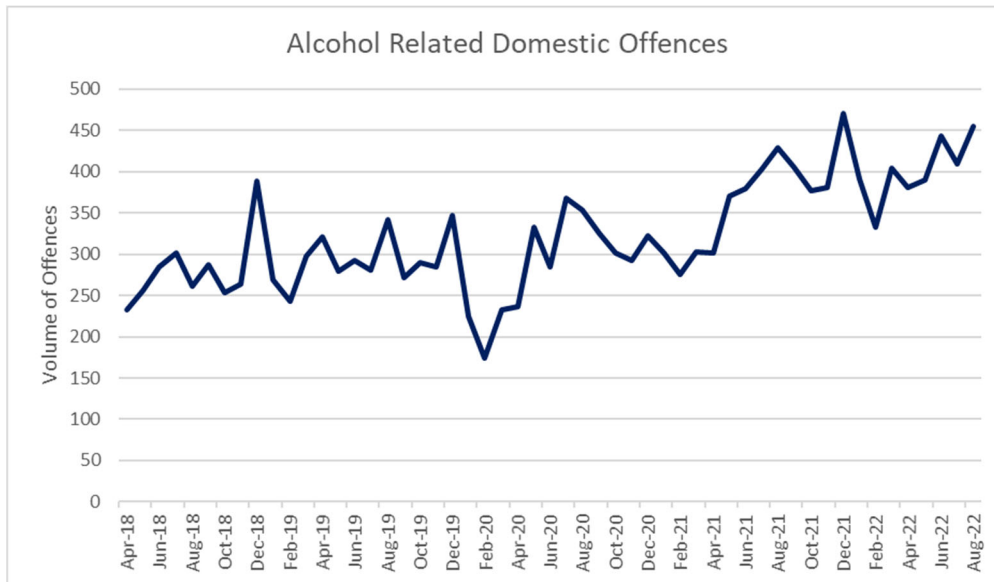


Figure 2. Chart showing the volume of alcohol Related Domestic Offences

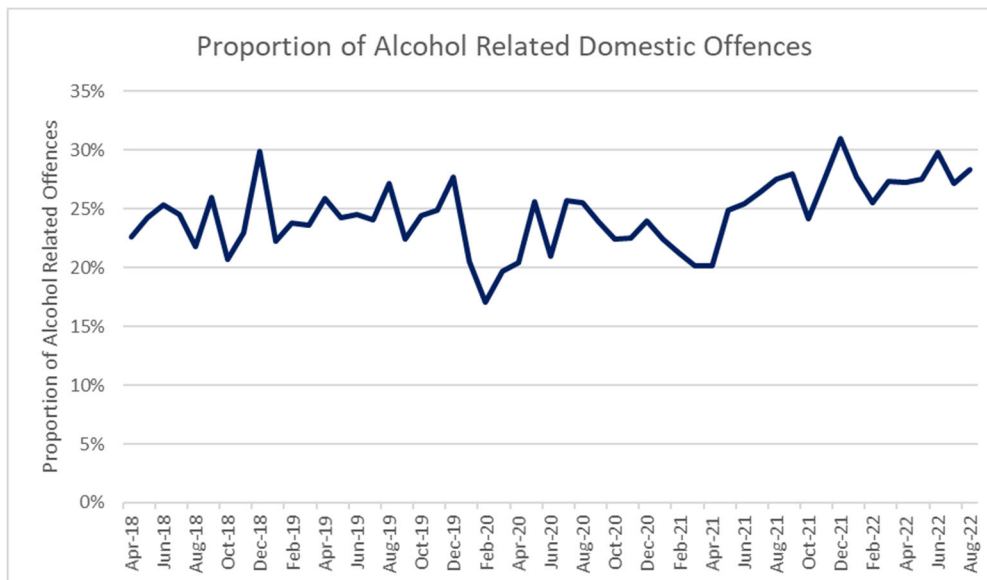


Figure 3. Chart showing the proportion of Alcohol related Domestic Offences

18. The temporal analysis below (Figure 4.) shows the volume of the alcohol related domestic abuse incidents across the 7 days of the week where red indicated the higher volume of incidents. This suggests that the days in which the majority of these incidents take place is over the weekend. The profile of this pattern remains consistent for non-alcohol related domestic abuse offences or the different time periods – or those offences in which the marker isn't used.

| | April 18- March 2020 | April 20- March 2022 |
|-----------|-------------------------|-------------------------|
| Monday | 748 | 999 |
| Tuesday | 654 | 931 |
| Wednesday | 713 | 940 |
| Thursday | 645 | 975 |
| Friday | 985 | 1193 |
| Saturday | 1498 | 1650 |
| Sunday | 1430 | 1624 |

Figure 4. Table showing the volumes by days of the week

19. The temporal analysis below (Figure 5.) shows the volume of the alcohol related domestic abuse incidents across the hours of the day and days of the week where red indicated the higher volume of incidents for the most recent 2yr period (April 2020 – March 2022). This suggests that the time in which the majority of these alcohol related incidents take place is over the weekend between the hours of 2200hrs and 0100hrs on Friday, Saturday and Sunday.
20. The profile of this pattern remains consistent for the two time periods (April 2018-March 20 and April 20- March 2022) and also remains consistent for non-alcohol related domestic abuse offences. The only slight difference observed when analysing those domestic abuse offences on which the marker isn't used is the time period is much broader. For the alcohol related offences, the higher volumes appear to be between the hours of 2200hrs and 0100hrs, however for all domestic abuse offences a larger cluster can be seen between the hours of 1800hrs and 0100hrs, with Saturday into Sunday being much more of a prominent time period (2300hrs-0100hrs).

| Day/Hour | 0 | 1 | 2 | 3 | 4 | 5 | 6 | 7 | 8 | 9 | 10 | 11 | 12 | 13 | 14 | 15 | 16 | 17 | 18 | 19 | 20 | 21 | 22 | 23 |
|-----------|-----|-----|----|----|----|----|----|----|----|----|----|----|----|----|----|----|----|----|-----|----|-----|-----|-----|-----|
| Monday | 131 | 44 | 24 | 24 | 16 | 12 | 9 | 18 | 18 | 38 | 21 | 33 | 25 | 20 | 34 | 31 | 31 | 43 | 64 | 71 | 77 | 103 | 67 | 45 |
| Tuesday | 115 | 36 | 24 | 14 | 28 | 12 | 10 | 11 | 17 | 21 | 20 | 21 | 30 | 18 | 28 | 29 | 48 | 51 | 74 | 68 | 72 | 49 | 69 | 66 |
| Wednesday | 83 | 38 | 29 | 23 | 13 | 7 | 8 | 11 | 25 | 22 | 25 | 33 | 15 | 25 | 30 | 26 | 40 | 51 | 71 | 55 | 63 | 75 | 94 | 78 |
| Thursday | 93 | 57 | 26 | 25 | 14 | 17 | 12 | 13 | 16 | 27 | 24 | 26 | 33 | 22 | 27 | 35 | 43 | 41 | 59 | 44 | 71 | 66 | 116 | 68 |
| Friday | 109 | 44 | 37 | 31 | 23 | 13 | 14 | 19 | 12 | 16 | 23 | 28 | 30 | 24 | 28 | 21 | 41 | 59 | 71 | 74 | 109 | 105 | 129 | 133 |
| Saturday | 180 | 102 | 77 | 59 | 46 | 35 | 24 | 26 | 27 | 30 | 27 | 25 | 40 | 31 | 36 | 33 | 55 | 55 | 70 | 87 | 124 | 123 | 159 | 179 |
| Sunday | 256 | 149 | 87 | 80 | 44 | 36 | 15 | 24 | 28 | 28 | 26 | 25 | 49 | 26 | 34 | 32 | 48 | 59 | 102 | 78 | 101 | 100 | 105 | 92 |

Figure 5. Table showing volumes by the hours of the day

21. There are limitations to the accuracy of this data and how it is recorded on police systems. The marker indicates alcohol misuse was a factor, and does not stipulate if that was the offender or the suspect. It also is not used periodically simply because one or both of the parties are intoxicated.

22. There are a number of national studies on the link between alcohol and domestic abuse that may prove more reliable than locally recorded data. To draw any inference from this apparent reduction without an audit of how the data is recorded or a bespoke study would be unreliable.
23. Alcohol is one of many potential vulnerabilities associated with offending, as such the PCC has requested information from the Force as to how they are preparing officers for these types of incidents.
24. Officers have received training in the Trilogy of Risk (substance misuse, mental health and domestic abuse), to identify that this combination of factors can significantly increase risk. Where officers identify that alcohol is a key factor in the abuse then referrals can be made through the Adult at Risk Public Protection Notice process both for victims and suspects. Information will then be shared with the most appropriate agency to respond to this need, this can include, GP's, Adult Social Care and Turning Point (substance misuse service).
25. Turning Point are also represented on the Daily MARAC for high risk domestic abuse cases and will receive referrals through this process as well as undertake proactive outreach. The PCC commissions additional substance misuse services outside of the integrated substance misuse services for both Leicester City Council and Leicestershire County Council/Rutland County Council. The services commissioned directly by the Commissioner are specific criminal justice service elements and include a PAVE (Proactive Vulnerability Engagement) resource, which sit within the multi-agency PAVE team, provision of activities within custody suites and an out of court disposal programme. Turning Point having been contracted to provide this service for 2022/23 at a cost of £131,073.
26. Suspects who are arrested and brought into custody can also access substance misuse services through the Liaison and Diversion Team provided by the NHS. The team conduct daily screening for individuals with concerns around alcohol and drug misuse, they will conduct cell visits and offer interventions and onward referrals.
27. Offenders are being directed to a perpetrator programme, the PCC has been granted additional funding from the Home Office to continue the Domestic Abuse Perpetrator Programme. The aim of the perpetrator service is to identify, engage and motivate change amongst men and women using abusive behaviour in intimate partner relationships in order to reduce that behaviour and improve the safety, health and well-being of partners, ex-partners, children and themselves. The service is delivered by Freeva and they already have an established service and have recently received re-accreditation in the Respect Accreditation standards demonstrating that the service is of a high-quality, regularly monitored and supported and has the necessary infrastructure in place for the expansion of the provision. The funding is in place until March 2023.
28. The Commissioner funds a number of services relating to substance misuse, to the total value of £546,216.

29. The Commissioner also funds a number of services which support victims and witnesses of Domestic Abuse. The PCC, Leicester City Council, Leicestershire County Council, and Rutland County Council jointly re-commissioned a series of domestic and sexual violence and abuse (DSVA) services across Leicester, Leicestershire and Rutland (LLR) of which, the PCC commissioned a Helpline and Engagement service at a cost of £434,708 and a Sexual Violence and Abuse Service at a cost of £176,539 per annum. The Commissioner has recently received an additional £1m from the Ministry of Justice to fund Domestic Abuse Services across LLR including Independent Domestic Abuse Advisors.
30. As part of the Commissioner's Safety Fund, the Commissioner held a grant round specifically for Violence Against Women and Girls in April 2022. As part of this grant round a number of applications were agreed to fund Domestic Abuse Services in LLR including:
- h. A Domestic Abuse Befriending Service
 - i. A Brave Arts and Arty Parties Services, providing creative sessions for families of Domestic Abuse
 - j. A 'We Matter' project for Muslim BAME Women
 - k. A project providing emergency food and sanitary products for women and girls fleeing abuse

Attachments:

None

Implications

Financial : None

Legal : None

Equality Impact Assessment : None

Risks and Impact : None

Link to Police and Crime Plan : The Commissioner has a statutory responsibility to hold the Chief Constable to account.

Communications :

Person to Contact

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POLICE AND CRIME COMMISSIONER FOR LEICESTERSHIRE

POLICE AND CRIME PANEL

| | |
|-----------|--|
| Report of | POLICE AND CRIME PANEL |
| Subject | FINANCE STRATEGY – EFFICIENCY SAVINGS REPORT |
| Date | WEDNESDAY 26 SEPTEMBER 2022 |
| Author | KIRA HUGHES, INTERIM CHIEF FINANCE OFFICER, OFFICE OF THE POLICE AND CRIME COMMISSIONER |

Finance Strategy – Securing value for money, efficiency and investment

Background and Context

1. The Home Office Revised Financial Management Code of Practice (FMCP) (pursuant to Section 17 (6) of the Police Reform and Social Responsibility Act 2011) provides clarity around the financial governance arrangements within the police in England and Wales, and reflects the fact that the police have a key statutory duty to secure value for money in the use of public funds. The FMCP is one element of a comprehensive framework for financial governance within the police which includes primary legislation, secondary legislation (including the Policing Protocol) and guidance.
2. Locally, the Chief Constable and Police and Crime Commissioner (PCC) have a number of strategies and plans governing financial management. These include:
 - Capital Strategy and Programme
 - Treasury Management Strategy
 - Reserves Strategy
 - Efficiency Plan
3. These documents are regularly reviewed and form part of an annual report setting out the proposed precept which is submitted to the Police and Crime Panel. That report also includes the Medium-Term Financial Plan (MTFP), details of planned investments and an agreed efficiency savings target.
4. The Force is recognised by HMICFRS and its external auditors as having a long and successful track record of prudent financial management, and of identifying efficiency savings and implementing change programmes to realise these.

The Purpose of this Strategy

5. This Strategy focuses on the Force's continuing approach to delivering value for money, securing efficiency and investing to improve performance and outcomes.
6. The Police and Crime Commissioner and the Chief Constable both have statutory duties to secure value for money in the use of public funds. The Chief Constable has

a specific statutory duty under section 35 of the Police Reform and Social Responsibility Act 2011 to secure that they and the persons under their direction and control obtain good value for money in exercising their functions. The PCC is required by sections 1(8) and 3(8) of the 2011 Act to hold the Chief Constable to account, in particular, for their compliance with this duty.

7. The FMCP states: -

- a. "Achieving value for money bears on nearly all aspects of deployment of public resources: procurement, asset management, disposals, administrative systems and financing arrangements. It means finding solutions which achieve the best mix of quality and effectiveness for least outlay. This may not always mean choosing the immediately cheapest option since, for instance, it may be more cost effective to buy a more reliable service or a better-quality asset with lower maintenance costs and a longer operating life."
8. Additional notes on the scope of value for money as defined by HM Treasury are set out in the FMCP and these inform the approach outlined in this Strategy.
 9. As also set out in the FMCP, the Chief Finance Officer of the PCC and the Police Force Chief Finance Officer are required to advise the PCC and the Chief Constable respectively on value for money in relation to all aspects of PCC and force expenditure. HMICFRS and internal and external audit reports should also be considered when considering value for money.
 10. The current MTFP covers the four-year period 2022/23 to 2025/26 and is balanced without the use of reserves. In addition, the PCC determined that the Force is required to deliver annual efficiency savings equivalent to 0.5% or circa £1.1m, of its net revenue budget for each and every year of the MTFP period. These savings can be a combination of cash and non-cash and potentially be reinvested back into operational priorities.
 - This Strategy therefore aims to:
 - Support and guide the discharge of the value for money duties placed on the PCC and Chief Constable.
 - Secure efficiency in day to day operations.
 - Guide achievement of savings and efficiencies to invest in improving performance and outcomes.
 - Set out the approach to closing future budget gaps and achieving sustainable financial balance and stability throughout the term of the MTFP.

Guiding principles

11. A number of principles guide our approach: -

- a. Maintain police officer numbers at 2,242.
- b. Maintain and where possible, enhance current service levels.
- c. Invest in digital and cloud technology, assets and infrastructure that support measurable, sustainable increases in the effectiveness, efficiency and productivity of police officers and support staff and which contribute to managing risks to service delivery.
- d. Maintain prudent levels of reserves which are held as a contingency for unexpected, unplanned events or for a specified purpose. Ongoing reliance will not be placed on reserves to deal with the funding of financial deficits.

- e. Take an evidence-led, sustainable approach to financial planning and decision making, with value for money, return on investment, benefits and outcomes for the public being key considerations.
- f. Identify savings and efficiencies that can be re-invested and contribute towards the PCC's efficiency savings target described above, prioritising those that can be realised at pace in non-frontline activity.
- g. Optimise the use of external sources of income that can deliver a net cash benefit to the Force to fund service provision or recover costs e.g. maximising use of s106 of the Town and Country Planning Act 1990 within the legislative parameters, charging for policing specific events, services and sponsorship
- h. Continue to deliver services in partnership with other bodies where this can demonstrate better outcomes and value for money including improved service efficiency and/or lower costs. This may include: -
 - i. Working collaboratively with partners, particularly other police forces in the region.
 - ii. Commissioning services from other bodies.
 - iii. Contracting out services to private sector providers.
- i. Put in place robust enabling strategies and business plans that link prioritised activity with the resources available and intended outcomes, and mechanisms for evaluating return on investment
- j. Apply rigorous options appraisal and business case processes for all major projects involving new revenue or capital spending. All business cases will include the Chief Finance Officer's approval, financial implications, and assessment of risk and value for money. Benefits realisation and improved service efficiency and/or productivity will be clearly demonstrated for all new investment.
- k. Maintain an appropriate balance between investment in technology, infrastructure, and people, ensuring spend is apportioned appropriately across police officers, police staff and enabling assets. The force intends to continue the approach set out by Government for the use budgets to facilitate the police officer uplift programme, i.e. for every additional £60 spent on police officer salaries, £20 investment in police staff and £20 in equipment, assets and infrastructure is required to support them.

Medium Term Financial Plan (MTFP)

12. It is good financial management to have a medium-term financial plan (MTFP) that covers a period of at least four financial years. This provides a longer-term view which enables informed decision making to take place for the period of the plan. This is not without its challenges, given that there is only a firm Government announcement of funding for 2022-23 and an indication of potential funding through to 2024-25 only.
13. The medium-term financial plan is based on the best information that is available at the time of producing it, accepting that it is subject to change as new information emerges that can and will change the assumptions inherent in the plan.
14. In 2022/23, the PCC has continued to allocate 97.3% of the net budget requirement to the Chief Constable for use on local policing and regional collaborations.
15. The key assumptions that have been included in seeking to outline the financial challenge for the medium term are:

- a. That the council tax base grows at 1.5% for financial years 2023/24, 2024/25 and 2025/26 respectively.
 - b. All existing council tax related grants continue up to and including 2025/26.
 - c. Core Government funding increases by 1.45% in 2023/24 and 2024/25. The uplift grant has been increased from £1.5m in 2021-22 to £2.0m from 2022-23 onwards to align with funding expectations around officer growth. The spending review was for the next 3 years therefore core grant has been assumed to be flat cash for year 4.
 - d. The precept increases by £10.00 per Band D equivalent property for 2022-23 and by £10 each year thereafter in line with the prevailing national view, and modelling assumptions in each of the other East Midlands region Force areas.
 - e. At the time of budget setting the Pay awards for officers and staff were included at 2% for 2022-23, and each year thereafter. The 2022-23 pay award for officers was confirmed that all Police Officers in England and Wales, irrespective of rank, would receive a consolidated pay uplift of £1,900 from 1 September 2022. This is equivalent to 8.8% for the lowest paid, reducing to less than 1% for the highest paid. The average uplift is around 5.5%. The additional 3.5% uplift represents a significant unbudgeted increase in the cost of police pay from 2022/23 onwards.
 - f. In order to support Forces in meeting this unexpected pay increase, the Home Office has confirmed it will provide additional grant funding of £70m in 2022/23, rising to £140m in 2023/24 and 2024/25. It is assumed this will continue at the same level in 2025/26. Leicestershire's share of the available funding is estimated to be £1.05m in 2022/23 rising to £2.1m in 2023/24 and beyond, or £7.3m in total during the MTFP period. The estimated unfunded element of the pay award is £1.2m in 2022/23 rising to £2.2m in 2025/26, or £7.3m in total during the MTFP period.
 - g. Non-pay inflation is currently included at 2% for 2022-23 and for each year thereafter. These costs are being monitored carefully and increases will be reflected in the MTFP when more information becomes available.
 - h. At this stage, there are no significant impacts on grant funding incorporated into the MTFP from the Funding Formula Review.
 - i. No additional, unfunded responsibilities are given to the Commissioner.
16. Considering the above assumptions, the MTFP is balanced for 2022/23 however a funding gap has been identified for financial years 2023/24, 2024/25 and 2025/26.
 17. The Force will continue to face financial challenges and will therefore need to drive out further efficiencies to be able to manage increasing demand and continue to invest in improving our capability in future years. As mentioned, the PCC has set the Force an annual efficiency savings target of at least 0.5% of the total annual budget.
 18. Over 80% of the Force revenue budget is allocated to people costs and a significant proportion of the non-pay costs in the remaining budget are fixed. Opportunities for non-pay cash savings are therefore limited. This is supported by the HMICFRS Value for Money profiles. As a result, future activity will be focussed on optimising the value for money, efficiency, effectiveness and productivity of people, processes and assets.
 19. The MTFP will be regularly reviewed and the assumptions updated, as new information emerges to ensure the Force's plans can be revised, if required.
 20. The 2023/24 budget round process and subsequent refresh of the MTFP will commence in October. This will allow the PCC in consultation with the Chief Constable, to agree the best way forward around balancing the budget for 2023/24 and beyond.

Use of Reserves and Balances

21. The use of reserves to fund recurrent expenditure has been removed and reserves are only now being used to fund one-off expenditure. This has improved the overall resilience of the MTFP and leaves the PCC with a healthy level of reserves.
22. In January 2022, a Reserves Strategy was agreed which set out the following 'guiding principles' for managing reserves: -
- a. General fund reserves should be in the range of 2% to 5% of the total net budget (between £4.46m and £11.16m based on the 2022/23 budget).
 - b. The Budget Equalisation Reserve (BER) can be used to support the budget but there must be a strategy to move reliance away from the reserve over a period of time.
 - c. Other earmarked reserves should only be used for specific time limited projects, to provide financial cover for potential future financial liabilities and for 'invest to save' projects.
 - d. Ongoing reliance should not be placed on reserves to deal with the funding of financial deficits and a clear plan should be in place to move reliance away from one off reserves.
 - e. There should be an annual review of reserves.

23. Three types of Reserve are held and these are explained further below: -

A. General Reserve

24. The General Reserve will remain at the current level of 2.2% (£5m) of the net budget requirement for 2022/23 and is within the recommended limits referred to above. It is prudent to have such a reserve to enable the organisation to withstand unexpected events which may have financial implications. There is no further planned use of this reserve during 2022/23 or beyond.

B. Budget Equalisation Reserve (BER)

25. Over recent years, due to the impact of effective efficiency programmes and through financial prudence, a Budget Equalisation Reserve (BER) has been created. This reserve is currently £13.3m. Its purpose when established was twofold:

- a. To fund 'invest to save' and other new initiatives and investments.
- b. To recognise that some savings would take time to implement and to smooth the impact of these changes.

26. It is proposed that £9m of the BER is used during the MTFP period to fund ongoing historical investigations of £0.2m, Job Evaluation Pay protection costs of £1.4m, and a further £0.4m is ring fenced in 2025-26 for ESN dual running costs, Cloud migration costs of £5m, and peripatetic investigators of £2m. This will reduce the BER to £4.6m at the end of the MTFP period.

C. Earmarked Reserves

27. The Commissioner currently holds a number of Earmarked Reserves which at 31 March 2022 are total over £6m (excluding the General Reserve and BER) and those to note are as follows:

- a. **OPCC & Commissioning Reserve £0.6m** – This contributes towards supporting the cost of the Commissioning Framework.
- b. **Civil Claims £1.2m** – This reserve holds funds set aside where considered prudent for Civil Claims (Public and Employer liability) in line with professional advice.
- c. **Capital Reserve £0.2m** – to support future Capital expenditure.
- d. **Proceeds of Economic Crime - £1.4m** – reserve funded from proceeds of crime, used to support the Force's capability in specific investigative areas.

28. The following transfers to and from reserves form part of these budget proposals: -

| <u>Transfers from Reserves</u> | |
|------------------------------------|--------|
| | £m |
| <u>Budget Equalisation Reserve</u> | |
| Historical Investigations | -0.060 |
| Job Evaluation | -0.119 |
| | <hr/> |
| | -0.179 |
| Other Earmarked Reserves | |
| Economic Crime (POCA) | -0.054 |
| Equipment Reserve | -0.425 |
| Capital Reserve | -0.014 |
| MAPPA | -0.028 |
| Collection Fund | -0.071 |
| | <hr/> |
| | -0.591 |
| | <hr/> |
| | -0.771 |

| <u>Transfers to Reserves</u> | |
|------------------------------|-------|
| | £m |
| <u>Specific Reserves</u> | |
| Equipment Reserve | 0.050 |
| Fleet Insurance Claims | 0.125 |
| Civil Claims Liability | 0.130 |
| | <hr/> |
| | 0.305 |
| | <hr/> |
| | 0.305 |

| | £m |
|--------------------------------|--------|
| <u>Net Transfers to/(from)</u> | |
| Earmarked Reserves | <hr/> |
| | -0.466 |

29. The force has a good record of joint working arrangements and continues to significantly contribute to a complex picture of collaborative working with neighbouring forces across the East Midlands building resilience and reducing cost. This includes Increase ICT interoperability, share systems and infrastructure, particularly in relation to the Crime and Intelligence system.

30. Partnership working is well developed with local health agencies particularly in the areas of mental health triage and the SARC.

31. The force also works collaboratively at shared locations with other agencies. The Local Policing Team share a building with Fire and Rescue service at Coalville, and specialist

staff from the force and other agencies work together to deal with the exploitation of children, domestic abuse and integrated offender management in shared accommodation.

32. A model of Neighbourhood offices in partner accommodation has been embedded in the force's operational delivery. This with the joint working arrangements has allowed for the estate to be rationalised, thereby reducing running costs. Our Estates expenditure is one of the lowest compared to all similar forces in the 2021/22 Value for Money profiles.
33. The Force has identified more efficient ways of working, in particular use of technology. It has sought to increase the ability of the workforce to work in a more agile way, by encouraging remote working. This has contributed to the force making better use of its buildings and increasing visibility.
34. Clear governance arrangements are established for 'Change' with costs, savings and investments and associated staffing changes clearly tracked by HR and Finance and agreed at a senior level. The Force is introducing a new process to track and log business benefits from business cases in 2022/23

Savings and efficiencies achieved to date

35. The Force has a long and successful track record of identifying efficiency savings and implementing change programmes to realise these.

| 36. Year | 37. Savings (and additional income*) (£m) |
|-----------------|--|
| 38. 2017/18 | 39. 6.9 |
| 40. 2018/19 | 41. 2.4 |
| 42. 2019/20 | 43. 2.8* |
| 44. 2020/21 | 45. 4.6* |
| 46. 2021/22 | 47. 3.6* |

48. Above figures are taken from the published Council Tax leaflets. In years marked with an asterisk, the figure includes additional income.

Assurance and Risk Management

49. The Force employs a dynamic approach to the application of internal controls, assurance and risk management. This includes utilising a 'three lines of defence' model, which is recognised best practice, i.e.
 - a. Functions that own and manage the risks (business area leads)
 - b. Functions that oversee the management of risks and compliance (Senior leaders of business areas, business area management and governance boards, internally commissioned reviews and the Strategic Organisational Risk Board)
 - c. Functions that provide independent assurance (Internal and external audit, independent inspectorates, and externally commissioned reviews).
50. The Force continually utilises benchmarking and seeks out good practice from others to inform continuous improvement.
51. The HMICFRS Value for Money profiles provides valuable analysis enabling comparisons to be made with other forces.

52. Based on the most recent dashboards, Leicestershire Police has the lowest cost support functions per total Force staff among all English and Welsh forces. Further detail can be found in the attachment below and on the HMICFRS website.



VFM 2021.docx

53. The last annual audit report to the PCC and Chief Constable for the year ended 31 March 2021 (dated August 2022) provides additional assurance around financial management and value for money. It concludes proper arrangements were in place to secure economy, efficiency and effectiveness in the use of resources.

54. The annual audit letter for 2020/21 is still pending.

Enabling Strategies and Performance Framework

55. The Force is introducing a new strategic framework, suite of enabling strategies and performance framework. These will provide clarity about prioritised activities that will deliver defined outcomes. Power BI is enabling people across the Force to have access to data analysis and information management at the right time to monitor outcomes and inform decision making. When used alongside products such as the Force Management Statement, these enable demand to be understood, informing decisions about resourcing, and ensuring activity is linked with resources and value for money judgements.

Other Governance and Oversight Arrangements

56. The PCC's Corporate Governance Board acts as the primary governance mechanism for financial matters and provision of assurance around value for money.
57. Oversight of the force transformation programme is provided by Executive Group where business cases are approved.
58. Other Boards, including Strategic Organisational Risk Board and those covering specific areas of business contribute to our overall approach.

Procurement and Management of Goods, Services and Supply Contracts

59. The Force's aim is to maximise value for money, including through taking advantage of central or collaborative procurement where appropriate and regulations allow.

Future Priorities

Efficiency plan

60. An efficiency savings plan will be implemented. It will deliver on-going annual savings of around 0.5% or circa £1.1m of the Force's net revenue budget from 2022/23 onwards.

Rich Picture

61. The Rich Picture is the Force organisational wide transformational programme and seeks to build on the Target Operating Model introduced in March 2020. Phase 2 includes four workstreams:

- a. Workforce development
- b. Digital
- c. Operational
- d. Corporate

62. Among other benefits the programme will:

- a. Deliver a sustainable policing model with less reliance on the use of reserves.
- b. Optimise technology to meet both public expectations and become more effective, productive and efficient.
- c. Enhance approaches to workforce and succession planning, talent management learning and development.

63. The Rich Picture is overseen by the Executive Group, where all business cases for new change activity are approved. Business cases are required to demonstrate how proposed activity links to strategic priorities/the police and crime plan, specify the intended benefits that will be delivered, assess risks, carry out options appraisal and cost benefit analysis, specify required resources and proposed costs. Change programme activity is evaluated to track benefits and measure return on investment.

Continuous Improvement and Innovation

64. We will maintain our support for continuous improvement activity with dedicated resource and a Chief Officer lead, empowering officers and staff to take responsibility for delivering improvement and innovation in their areas of activity.

Income Generation

65. The majority of the police budget is funded through local taxation (council tax precept) and central government grants. We will seek to optimise generation of external income that can be used to deliver a net cash benefit to the Force to provide additional funds for service provision rather than simply seeking to recover costs e.g. maximising use of s106 of the Town and Country Planning Act 1990, and/or charging for policing specific events, sponsorship etc.

66. Work has been undertaken to explore the potential of these areas. Income generation from charging for services has the potential to provide marginal contributions, particularly when the cost of administration is considered. Whilst greater potential exists with s.106, there is no certainty around success, the quantum or timings. Discussions with Local Government partners remain on-going.

Force Management Statement

67. The deep analysis within the annual Force Management Statement around current and predicted demands, and the resources necessary to respond to them, will continue to inform our plans.

Value for Money Reviews

68. We will review all areas of resource allocation periodically through a planned programme of value for money reviews, including our collaborations with partners.

Asset and Fleet Strategy

69. We will review these strategies to maximise utilisation, secure value for money and further support improved effectiveness and productivity.

Vacancy Management

70. We will implement a robust approach to the authorisation of recruitment to vacant posts, creation of new posts and deletion of existing vacant posts with decisions based on risk and business need.

Job Evaluation

71. The Force has an on-going project to implement a sustainable job evaluation model for police staff roles. This will provide further assurance and contribute to our approach to achieving value for money from the workforce.

Financial Sustainability

72. The Force continues to take a prudent approach that is sustainable, achievable and in line with the guiding principles stated above. This will require activity to identify savings in each of the next four years without the need to rely on reserves to support business as usual activity.

Appendices

Value for Money principles as set out in the FMCP

[Managing Public Money](#) defines value for money as: the process under which an organisation's procurement, projects and processes are systematically evaluated and assessed to provide confidence about suitability, effectiveness, prudence, quality, value and avoidance of error and other waste, judged for the Exchequer as a whole.

This places a responsibility on the PCC, the Force and the s.4A FRA to put in place proper arrangements to secure value for money in its use of resources and to ensure proper stewardship and governance, and regularly to review the adequacy and effectiveness of them. Such corporate performance management and financial management arrangements form a key part of the system of internal control. The PCC, the Force and the s.4A FRA should be able to satisfy the following principles which are set out in HMT's Managing Public Money guidance:

- i. The process for allocating resources against desired outcomes is transparent and based on clear, quantified evidence
- ii. Risks to performance, improving processes and productivity are assessed. This is used to target improvement activity or develop contingency plans
- iii. Services and support functions are tested against appropriate benchmarks to identify and tackle excessive costs or weak performance
- iv. Public demand for services is understood and quantified, and informs deployment of staff
- v. Staff are used efficiently. Programmes to minimise waste and increase employee engagement are in place to support this (most likely through Continuous Improvement)

- vi. End-to-end operational processes are focused on delivering for the customer, with data used to demonstrate this. Processes are streamlined, unbureaucratic and efficient
- vii. Goods and services are procured, and supply contracts are then managed in a way that maximises value, including through taking advantage of central or collaborative procurement where appropriate
- viii. Data is fit for its intended purpose and used and published routinely, providing clear line of sight between consumption of resources, production of outputs and realisation of outcomes.

Implications

Financial: As per report

Legal: None

Equality Impact Assessment: None

Risks and Impact: As Stated

Link to Police and Crime Plan: Budget

Person to Contact

Chief Finance Officer Kira Hughes – kira.hughes@leics.pcc.police.uk

POLICE AND CRIME COMMISSIONER FOR LEICESTER, LEICESTERSHIRE AND RUTLAND

| | |
|-----------|--|
| Report of | OFFICE OF THE POLICE AND CRIME COMMISSIONER |
| Subject | RECRUITMENT AND RETENTION OF OFFICERS |
| Date | MONDAY 26 SEPTEMBER 2022 |
| Author | LIZZIE STARR, TEMPORARY CHIEF EXECUTIVE |

Background of the report

1. Since taking office, the Police and Crime Commissioner (PCC) has taken an interest in the force's recruitment processes and the ability to retain experienced officers.
2. The PCC is determined to maximise police visibility. Residents regularly tell him how vital police visibility is in their city, towns and villages.
3. It was agreed in February 2022 that an annual recruitment and retention report would be presented every summer to the Corporate Governance board within the force and Office of the Police and Crime Commissioner (OPCC) and the Police and Crime Panel every autumn.
4. Members can view the 'Annual recruitment and retention report' included in their packs.
5. As part of the PCC's job to hold the Police to account, and in the interests of transparency for both the public and the panel's benefit, the PCC has asked scores of searching questions about the 'Annual recruitment and retention report' to ensure that force policy is in line with the aims of the Police and Crime Plan. The questions are shown in this paper, as are the responses from the force. The PCC would encourage any panel members who have questions about the report to submit them to the OPCC.

Questions asked by the PCC

6. Recruitment and retention is a wide-ranging and infinitely important topic for Leicestershire Police. As such, the PCC asked a number of questions about the force and its present policy toward recruitment. These include what specifically is being done to achieve targets, value for money and promotion processes.
7. Please note that below is only a selection of the questions asked. These are considered the most pertinent questions that the PCC could ask on this topic. This report highlights those questions and answers as concisely as possible.

Recruitment

8. What specifically has been done to achieve recruitment targets?
 - a. This is explained in the report at paragraphs 17 to 29.
9. What analysis has been undertaken to know or understand what works?
 - a. This is explained in the report paragraphs 19 to 29. Additionally, Operation Uplift regularly signpost other forces to Leicestershire Police where they are looking to enhance their recruitment approach. We are also cited in a range of best practice publications including in relation to our advertising campaigns.
 - b. The key evaluation of what works is the outcomes delivered. By volume we have recruited proportionately the highest number of offers of any force in the country (see paragraph 67 in the report) during Uplift whilst increasing the diversity profile in every monitored protected characteristic (see paragraphs 69 to 71 in the report).
10. What analysis has been undertaken to satisfy yourselves the initiatives you run present value for money?
 - a. Overall analysis of value for money is provided by the HMICFRS Value for Money Profile which was most recently published in January 2022 for 2021.
 - b. Leicestershire has for many years been recognised as lean, efficient and effective in providing back-office support functions; whilst making necessary and timely investments. Clearly the force is focussed on maximising resources to delivering a high quality well performing front facing service to the citizens of Leicester, Leicestershire and Rutland LLR.
11. In order to meet future targets and based on your analysis what initiatives will you be undertaking?
 - a. This is highlighted in paragraphs 30 to 35 of the report and summarise at paragraph 73.
12. What initiatives do you have for various demographics, what works?
 - a. Most of our recruitment activity takes place at Education establishments, community settings and through online events.
 - b. Marketing material including social media is used to appeal to a variety of demographics. Once in process specific intervention are enhanced for those underrepresented in the Force.
13. What is the strategy for the degree holders programme, is it in line with the national programme?
 - a. The two-degree holder entry routes (DHEP PC and DHEP DC) combined are the predominate entry route into Leicestershire Police. The programme is in line with College of Policing requirements and is delivered in partnership with DeMontfort University.
14. What analysis has been undertaken to gauge the impact of degree-only entry on demographics of recruits?
 - a. Locally we have actually found greater ethnicity and female diversity with DHEP then the previous IPLDP programme with regards to the protected characteristics. We have now introduced socio economic monitoring on application and will be able to monitor that for new recruits from October 2022 (paragraph 16 of the report).

15. What efforts have been made to encourage high-level recruitment from outside the Force?
- a. The Force has agreed that all promotion boards at Chief Inspector and above will be open to external application as a matter of policy. This is not a reflection of concern in relation to internal talent far from it, but a recognition we wish to benchmark externally and be open to new ideas and innovation.
 - b. We are also encouraging of lateral transfers particularly in areas of key skill and underrepresented characteristics.

Promotion

16. What processes do you have for active talent management?
- a. Active talent management is linked to every stage of an individual's career:
 - i. The Workforce, People and Team Leicestershire Academy strategies provide an overview of the Force approach to talent management. These are regularly reviewed and updated.
 - ii. The Force has a significant focus on recruiting a talented and more diverse workforce
 - iii. Prior to new recruits joining, for each new officer cohort a set of metrics is produced that gives a picture of that intake. The information is provided to the Strategic Establishment Board. This information is augmented through training and beyond, as key skills, and aspirations are identified. Work is being done to capture all new starters talents and skills as part of the recruitment process.
 - iv. A new PDR system was launched in April 2022. This incorporates performance, personal development and career aspirations.
 - v. All learning and development has come together under Team Leicestershire Academy.
 - vi. Career pathways is a bi-annual process that develops the potential of police officers and sergeants by providing them with the opportunity to identify areas in the force where they would like to broaden and build their skills.
 - vii. "Regging", temporary promotion, is offered to officers and sergeants as an opportunity to build their leadership skills.
 - viii. The Digital Academy offers on demand learning, resources, and details training and development offered by the Force and the College of Policing.
 - ix. Quarterly talent, succession planning and deployment meetings are chaired by the Chief and senior managers.
 - x. The Chief Constable awards, events, honorariums and bonus payments recompense high performing, talented individuals for completing work at higher grade, or offer a one-off payment for exceptional work.

Retention

17. What analysis or investigation has been undertaken to understand the reason why people leave the organisation?
- a. Analysis is provided within the report including national comparison and a ten-year context. See paragraphs 52 onwards. Attrition is monitored internally through the Strategic Establishment & Resourcing Board on a quarterly basis and monthly by Operation Uplift.

18. What are the reasons why people prematurely leave?
- a. The primary mode of exit prior to retirement is voluntary resignation. As shown in the report at section 57 this is predominately early in service (58% in the first two years). This is consistent with the experience nationally. It does need to be seen in context of an increasingly younger in-service workforce.
 - b. Exit questionnaires are used to drill down further into the rational for voluntary exit. The information is incomplete but it can be seen the main reasons are 'found another/better job', 'domestic reasons and pay & conditions'.
 - c. As shown at section 64-65 of the report the Force is focussing further work to understand probationer leaver reasoning to inform further intervention.
19. What work has been undertaken to understand disparity with the retention figures?
- a. Attrition disparity is monitored through the Diversity, Equality & Fairness Board. A key disparity concerns service length as mentioned previously.
 - b. Additionally, attrition is monitored through Operation Uplift regarding sex and ethnicity.
 - c. For 2021/22 Female attrition was 6.5% with Male at 8.2%. BAME attrition was 8.1% with White at 7.7%. While the BAME figure is lower it is important to note that give the smaller number in that category a reduction in leaving of one Officer would have meant the percentage was higher for White Officers. It is therefore not statistically significant.
20. What are the underrepresented groups?
- a. This is covered in paragraph 7 and 8 of the report.
21. Is there any data from previous years to guide the force on how best to approach the retention issues?
- a. Yes. We present a ten-year horizon in attrition monitoring for exactly that purpose. As mentioned in paragraph 52 while Officer attrition in 2021/22 is high it is only the third highest in the last ten years. What can be seen from that data is the close alignment between the force attrition profile and national average and that attrition rates remain relatively static year on year between 5-7%.
 - b. What can also be seen again highlighted in the report is the increase in resignation rather than retirement. As mentioned previously the focus is on early in service voluntary resignation given the first two years account for close to 6 out of every 10 leavers.
22. Has a cultural audit been undertaken in the force?
- a. The Force undertakes staff engagement surveys to understand concerns and trends regarding culture. The Force undertook a peer assessment with regards to the experience of BAME officers and more is currently awaiting the results of an academic study into the lived experience of officers joining Leicestershire Police.

POLICE AND CRIME COMMISSIONER FOR LEICESTERSHIRE POLICE AND CRIME PANEL

| | |
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| Report Of | POLICE AND CRIME COMMISSIONER |
| Subject | CORPORATE GOVERNANCE BOARD REPORT |
| Date | MONDAY 26 SEPTEMBER 2022 |
| Author | LIZZIE STARR, INTERIM CEO, OFFICE OF POLICE AND CRIME COMMISSIONER CLARE HAGGIOANNU, 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 held on the 20 July 2022 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:-
 - a. Note the contents of the report

Background

1. The report of the Corporate Governance Board held on the 20 July 2022 is attached in full as Appendix 1. This report summarises the key areas in which the Commissioner has inspected Force performance and clearly summarises the reports presented and the Commissioners responses.
2. The report written is a summary of the meeting and has been written in a way to improve the transparency around the accountability process and how the PCC holds the Force to account.
3. The OPCC regularly review all areas of performance across the force and request exception reports to CGB which forms the agenda.
4. In agreement with the Force, a selection of the papers submitted to the governance board have been attached to the report in full. The purpose of this is to ensure that the panel feels satisfied in the Commissioner's responses to the papers and the areas of performance challenged by the Commissioner.

Attachments:

Appendix 1: Corporate Governance and Accountability Report

Appendix A: Remembrance Policy

Appendix B: Policing Elections Paper

Appendix C: Mini Police

Appendix D: Tasers for Special Constables

Implications

Financial : None

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

Equality Impact Assessment : None

Risks and Impact : None

Link to Police and Crime Plan : The delivery of the Plan will be monitored through the performance framework reported to the Corporate Governance Board

Communications :

Person to Contact

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

CORPORATE GOVERNANCE BOARD

20th July 2022

Contents

- 1. Overview, attendance and purpose**
- 2. Emerging national and local policing issues**
 - i. Remembrance Policy**
 - ii. Policing Elections/Electoral Fraud**
 - iii. Children and Young Persons Strategy**
 - iv. Mini Police**
 - v. Special Constables and Taser Devices**
- 3. Operational Performance**
 - i. VAWG**
 - ii. Neighbourhood Crime**
 - iii. 999 Call Performance**
- 4. Finance**
- 5. Change and Transformation**
- 6. People**
- 7. Corporate Risk**
- 8. AOB**

1. Overview, attendance & purpose

Overview

The Corporate Governance board was established in November of 2021, in replacement of the Strategic Assurance Board. The CGB is attended by both the OPCC and the Chief Officer Team, meeting roughly every 8 weeks to discuss and highlight the performance of Leicestershire Police force. Below is a report detailing the discussions of the meeting held on the 20th July 2022.

Attendance

Office of Police and Crime Commissioner

Mr R Matthews (Police and Crime Commissioner)
Mrs L Starr (Interim Chief Executive)
Mr Mike Veale (Advisor to the PCC)
Miss Georgi Mitchell-Jones (Business Staff Officer)

Office of Chief Constable

Mr R Nixon (Temporary Chief Constable)
Mrs K Smith (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)

91

Purpose

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

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

2. Emerging national and local policing issues

i. Remembrance Policy

Overview: A paper on the Remembrance Policy was requested by the Chair following the Chair being asked on two separate occasions by police constables whether they were allowed to wear their police uniform to their local remembrance-day services. The Chair thought it important to get clarification and issue guidance to all officers.

Force update: The Chief Officer Team (COT) provided a Police Procedure which outlined the Force's procedure regarding paying respects on Remembrance Sunday as well as changes made in accordance with Authorised Professional Practice (AAP).

PCC response: The Chair thanked T/CC Nixon for this paper and queried how to filter this to all officers, to which TCC Nixon responded that this could be done through the Communications team.

The full remembrance policy presented to the Corporate Governance Board is attached to this report as Appendix A.

62

ii. Policing Elections/Electoral Fraud

Overview: The Commissioner has made the COT aware that he expects the Force's knowledge on policing elections to be a leading example in the country. This item has been recurring on the CGB agenda.

Force update: The Chair received a report authored by D/Chief Superintendent Shane O'Neill which provided an overview of how Leicestershire police seeks to prevent electoral fraud and how the force proactively polices and protects the integrity of democratic election in Leicester, Leicestershire and Rutland.

PCC response: The Chair thanked T/CC Nixon for this paper. The Chair noted it would provide reassurance to those working in political spheres across the city and two counties that Leicestershire Police are aware of the issues surrounding elections and is planning on taking this paper to the Panel. T/CC Nixon noted he was happy with this decision.

The full policing elections paper presented to the Corporate Governance Board is attached to this report as Appendix B.

iii. Children and Young Persons Strategy

Overview: The Chair received a report authored by D/Chief Inspector Gav Drummond which provided an outline of the force's approach to delivering a child and young person's strategy in line with the NPCC Child Centred Policing framework.

Force update: The report included a description of the tiered offer to schools across Leicester, Leicestershire and Rutland as well as setting out clear service offers to schools that integrates the Neighbourhood Policing teams to this strategy and is easy to communicate to all school across Leicester, Leicestershire and Rutland.

PCC response: The Chair noted that the report appears to mean something very specific with regards to School Liaison Officers (SLO) on page 7, paragraph 6.3 which stated 'they are deployed specifically to work directly with educational premises to ensure consistent prevention messaging and action is taken in a co-ordinated way. They also act as a direct link for schools to provide information and intelligence allowing for multi-agency referrals and intervention with those of concern becoming involved in serious violence or associated activity'. The Chair queried the definition of a School Liaison Officer as someone from the VCCU who works very closely with schools in areas of high crime and high violence. T/CC Nixon noted this interpretation is correct. The Chair noted he had a different definition of a SLO in his Police and Crime Plan furthering he pictured every school in Leicestershire to have an assigned Police Officer to whom they could turn to if need be. The Chair noted this concept would extend down to all village primary schools. The Chair noted he wants to be specific over terminology. T/CC noted this could be solved through Comms. T/CC provided context to the paper noting a three-layered system. Layer one includes all primary schools where each school has a nominated PCSO who will take on responsibility for liaison with this school. Layer two includes secondary schools. Layer-three is more targeted where the Police officer becomes part of the school fabric to deal with more serious issues.

The Chair noted page 5 section 6.2. The Chair queried that the wording of this point was vague. The Chair noted that the metrics attached the point were great but lacked any reference to how it would be implemented. The Chair noted a lack of guidance could result in PCSO's/PC's failing their metrics. The Chair asked for reassurance over this point. T/CC Nixon noted this strategy is a Force approach and is monitored by various departments. The layer one

approach is driven by the NHP team. The scheme is further actioned by the NPA commanders. The Chair summarised that as long as the scheme is being actioned and the communication around it is clear, he is content with the answers provided by the Chief Officer team.

The Chair noted section 7, point 1 which stated 'The clear aim is to have a school years' worth of deliver supported and agreed for delivery from return in September to June the following year. The calendar of delivery is flexible enough to meet each individual school's needs but also aligns to seasonal and national campaigns'. The Chair asked if the Child and Young persons officer is a scheme that is already up and running or if this is something intended for the future. T/CC noted this role has been filled furthering this is someone the Chair could meet on one of his visits. The Chair noted this aspect of the Children and Young Persons Strategy should be brought back to CGB in a years' time to assess it.

iv. Mini Police

Overview: Mini police is an initiative run by Leicestershire Police and delivered by PCSOs to primary schools, to engage young people and give them a positive, early interaction with the police. The Commissioner has continually expressed the importance of giving young people positive experiences with the police which should in turn encourage respect and trust.

64 Force update: The T/CC noted that this project had been accelerated.

PCC response: The Chair noted the recommendations on the paper but pointed out the first five of the recommendations were operational and that they were not a matter for the PCC. The Chair approved the final recommendation of 'funding for the initial pilot'.

The full mini police paper presented to the Corporate Governance Board is attached to this report as Appendix C.

v. Special Constables and Tasers

Overview: The matter of special constables carrying tasers has been a recurring CGB agenda item. The COT is aware of the Commissioner's ambitions for every special constable who is able and willing to carry a taser to do so. Discussions are continuing to take place around whether or not this is feasible, and any other factors which may affect the decision such as financial.

Force update: The Chair received a report authored by T/ACC Kerry Smith. The report summarised a nationally agreed policy which considers the issuance of CED devices to Special Constables. The report considered the criteria which the Force will need to classify and the processes required to issue eligible Leicestershire Special Constables with CED training. T/CC Nixon noted there was an opportunity to stress the importance and value of Special Constables. T/ACC Kerry noted the Police Federation want to ensure specials are afforded the same rights and protection as officers. Given the voluntary nature of specials, the issues went to the National Police Chiefs Council discussing whether the cost of Special Constables subscription into the Police Federation should be absorbed by the Force. T/CC noted the subscription would cost £53,000 also adding that the Police Federation maintain their stance that they will not support Specials being trained specials with tasers as they are not part of the Police Federation.

65

PCC response: The Chair thanked COT for the paper. The Chair noted the public interest in this topic furthering that he hoped to take this paper to the Police and Crime Panel. The Chair noted and approved this paper. It was agreed that finance options would be brought by COT to the next CGB.

The full Special constable and tasers paper presented to the Corporate Governance Board is attached to this report as Appendix D.

3. Operational Performance

The Chair received a report from the COT which encompasses an overview of all key areas of force performance. The below details the discussions which took place at the CGB regarding different extracts from the same performance report.

i. Violence Against Women and Girls (VAWG)

Overview: Violence Against Women and Girls remains a key priority area for both the Force and the OPCC. VAWG is a standing agenda item on the CGB and will continue to be monitored at each upcoming board.

Force update: The board received a report from the COT. T/CC Nixon responded noting the force have aimed to sit within the top quartile of performance. The national measure looks at reduction in rape allegations. T/CC Nixon highlighted this can be counter intuitive as the force are doing lots of work to increase confidence in reporting particularly among some communities. A focus on a reduction could be achieved by not encouraging reporting. This is not the stance the force will take and in fact we will continue to accelerate the importance of building confidence to report rape and not focus merely monitor the impact on recorded numbers. T/CC Nixon noted the Force would judge positive performance on an increase in reporting of the crime. T/CC Nixon furthered that outcome rates are running at 5% which could appear low however clarified that Leicestershire have one of the highest outcome rates in the country. T/CC Nixon noted that approximately 60% of victims do not want criminal justice involved in their case and often third parties have reported the abuse on their behalf. T/CC Nixon explained that there are multiple reasons that are believed to impact on this. Some involve the social stigma, fear of the judicial process, the level of intrusion of electronic devices to name a few. T/CC noted work is being done on this to improve the outcome rates of rape and noted the force want to be in the top quartile for outcomes.

PCC response: The Chair asked the T/CC what the Force considers an acceptable level of performance with regards to rape. T/CC Nixon responded noting the force have aimed to sit within the top quartile of performance. The Chair noted page 7 of the report regarding Soteria. The report outlines that the Home Office want forces to address their approach against five pillars. The Chair asked if this point is something CGB will revisit. T/CC Nixon suggested COT bring back a report to CGB outlining the work the force is carrying out with regards to each of those five pillars. Mike Veale noted that Nupur Chamund is the OPCC lead for rape and criminal justice and it would be helpful if Nupur was linked in to the force leads to keep updated on force progress. T/CC Nixon added that as part of the recent round of promotions, a role has been created to grow the establishment incorporating a dedicated Detective Superintendent to lead on the VAWG strategy. The Chair noted that this should be reported to the panel.

ii. Neighbourhood Crime

Overview: A discussion took place around burglary in LLR, as the chair queried a section of the report stating “There is a continued focus on neighbourhood crime and in particular, burglary’. The Chair noted he is pleased to read this but asked what a continued focus looks like on the ground.

Force update: T/CC Nixon informed the chair that operational teams are continuously briefed on known criminals, hotspots, intelligence on movement. T/CC Nixon noted burglary performance rates are higher than they have ever been in terms of recovering stolen property and arresting suspects. TCC Nixon explained that it can be more challenging to obtain convictions for Burglary as obtaining a CPS charging decision is more elongated and cases involving violence are generally being prioritised and result in custodial sentences. What in practice this means is that less people are being remanded into custody than previously for burglary and therefore there is an increased risk of continued offending. The force continues to run its burglary campaign and are strengthening our offender management arrangements

PCC response: The Chair acknowledged this and also highlighted from the report that post-pandemic figures are up on pre-pandemic which is good news and congratulated the force.

67

iii. 999 Call Performance

Overview: The PCC requested a performance update in relation to 999 call performance.

Force update: T/CC Nixon replied that there is a nationwide issue relating to vacancy rates. T/CC Nixon noted the Leicestershire force are well above the national average in terms of 999 performance. He furthered that the contact centre is under increased demand at a rate of 20% The force have historically over-recruited due to high turnover in this department. T/CC noted the force is still suffering from high absenteeism as a fall out from a recent Covid spike with T/ACC Kerry Smith noting a 7% absentee rate from the department in recent months. This rate has since decreased to 2.7%. T/CC reassured the Chair that the COT team are aware of the issue and are working through proposals to accelerate recruitment. T/CC Nixon noted one option is whether the force has the correct staff-officer ratio within the contact centre.

PCC response: The Chair noted vacancy rates within the contact management centre asking what is being put in place to combat the issue now and what monitoring is being done to ensure that the situation does not impact performance further down the line.

4. Finance

Overview: The board is attended by Kira Hughes (OPCC Interim Chief Finance Officer) and Paul Dawkins (Force Chief Finance Officer). Kira Hughes was absent on this occasion, however Paul Dawkins attended and presented a report to the board. The purpose of the report was to provide an update on the current Medium-Term Financial Plan.

Force update: Paul Dawkins noted when he first drafted the paper the police staff pay award and the police pay increase had not been confirmed hence the revision. The increase comes at 2.1% for every year over the life of the MTFP but Paul Dawkins noted that he was mindful this could go higher. Police Staff pay award has been backdated to the 1 April which resulted in an increase in cost. This will be worked through use of carry forward request. Unions still have the right to go back and renegotiate in light of the most recent announcement. Paul Dawkins noted the pay scales show every police officer will receive a spot increase of £1,900 regardless of rank with the exception of A/CC, D/CC and CC. Paul Dawkins noted the Government's decision to increase the pay to the lower ranking Police staff by limiting the pay increase to the higher ranks. Government has confirmed that additional grant funding is available. Leicestershire police funding extends into 2025/2026. Leicestershire police receive a 4.46% share of national funding. The total cost of the £1900 increase through the pay award through the life of the MTFP is approximately £24.4 million. Leicestershire force have provided for, with the inflation increase, £9.4 million, representing a 2% increase in each year. This leaves a shortfall of £14.6 million. The total grant available over the life of the MTFP would be £7.3 million. Paul Dawkins summarised that the Government hasn't funded the entirety of the pay increase through the grant, only half. Reading the letter (not part of the agenda bundle provided to the Board), Paul Dawkins recognised that each force may want to consider a 'broad range of options which may include the reprioritisation of resource and capital budgets with flexible use of reserves'. Paul Dawkins noted this change in police pay will challenge the stability of the MTFP as the force will have to fund the £7.3 million shortfall that the Government will not be funding. Paul Dawkins clarified this £7.3 million will be taken up from the budget equalisation reserve which will eliminate the budget equalisation reserve during the lifetime of the MTFP.

Paul Dawkins further noted other demands and risks to the budget including the crisis in Ukraine, Covid and increases in electricity, fuel and gas prices. Paul Dawkins reassured the Chair that all of these were being monitored very closely. Paul Dawkins highlighted point 6 on page 3 which outlines special operations training totalling to £465,000 which the MTFP will need to account for.

Paul Dawkins summarised that if the police pay awards announcement was not accounted for, the MTFP would be balanced. Paul Dawkins furthered that with the Chair's approval, the force can use some of the budget equalisation reserves for one-off costs to meet demand and risk. The ongoing costs in relation to police officers can be funded through efficiency savings on a sustainable basis. The changing dynamic around the pay award means further pressure will be applied to the next budget round in September.

Paul Dawkins noted that all the accounts have been captured in the agenda bundle appendices for Paper H. He clarified to the Chair that all of these appendixes have assumed that there will be a maximum £10 precept increase in each and every year of the CSR but Paul Dawkins noted that this cannot be accepted as a given.

PCC Response: The Chair led a discussion on the opportunities for realigning POCA funding to support any wider policing requirements. T/CC stated that COT would revisit the rules surrounding POCA money to ensure that we are capitalising on all the opportunities available see how to be creative within the rules to deliver what the Force could deliver in line with the Chairs ideas. The PCC requested a further report be brought back to a future CGB meeting.

The Chair noted page 3 paragraph 2 'In May 2021, the PCC set out a clear statement of intent that the use of reserves was not to continue to be used to uplift officer numbers and encouraged the force to set resourcing levels that were sustainable excluding reserves for the entire MTFP period'. The chair noted he does not think this accurately represented what was happening furthering he did not want the reserves to get down to zero when there would be significant financial pressures to deal with the funding gap in year 4. Paul Dawkins noted the wording of this point in particular was as included as context for 18 January but the budget has since changed since then.

Efficiency Savings

Paul Dawkins noted this captured what the force is about in terms of a capital strategy programme. Sets out guiding principles around efficiency. Paul Dawkins noted the announcement of the pay award means this document will have to be updated on a regular basis. Describing what the reserves are and what they are going to be used for. How we are approaching risk and assurance concluding with a link into income generation. Noted the attachments are there for reference. Noted the budget hasn't been edited throughout the year and the MTFP is edited against it. T/CC Nixon furthered once the current financial landscape has been managed, it would be advantageous to CGB to come back to this paper to note which proposals to accelerate but at this stage it would be advantageous for the chair to note.

PCC response: The Chair raised the issue of non-pay inflation which he viewed would have also have an effect on the MTFP albeit not at a rate of 2%. The Chair queried at which point the force will be changing their inflation assumptions. Paul Dawkins replied that the main concern at the moment is the price of diesel which supports the majority of the fleet. Paul Dawkins noted the force usually spend £1.3-£1.4 million a year which could reach up to £2 million for this year. The Chair noted that it is yet to be agreed that the precept will be £10. The Chair also noted the Estates Strategy and asked for reassurance that this is in the works from COT. T/CC Nixon reassured the chair that large amounts of work are being undertaken and that the work now will be regarding timelines. Lizzie Starr confirmed that Kira Hughes from the OPCC will be having a focus on this for the next week. T/CC Nixon noted he would like to be able to take this to COT exec as soon as possible.

5. Transformation and Change

Overview: Lizzie Starr notes paper J(i) is the paper the Chair saw in June. The Chair noted this paper has already been discussed at a CDB but that it needed formally addressing at a CGB meeting. The Chair noted that business crime seemed to have disappeared from this report but noted the OPCC will be viewing the community safety partnerships in accordance with the paper. T/CC Nixon clarified that he would follow this point up. Lizzie Starr confirmed the OPCC is hoping to make final decisions around CSP funding in September and would like to bring back this paper to CDB for Force opinions. She noted the new approach to CSPs should make it easier to focus in certain key areas such as rural crime or business crime

Force update: T/CC Nixon noted that a Trust and Confidence Strategy would ideally be launched no later than October. T/CC Nixon clarified that 27 September is when the Force would like to launch the Trust and Confidence Strategy to the Force senior team. The T/CC noted he is waiting for feedback on the Estates Strategy and Trust and Confidence Strategy from the OPCC.

PCC response: Lizzie Starr clarified that the Chair would meet with key individuals to discuss the Estates Strategy in depth. The Chair emphasized that this needs to be made a priority if the 27 September deadline for the force to be met. T/CC Nixon noted the recommendations were all agreed in principle in the last meeting. The Chair subsequently formally noted and endorsed all recommendations on the paper.

6. People

Overview: The Chair was presented with a third revision of a paper from the COT. The Chair noted that this paper has had a troubled history furthering that it is subject to public interest as well as the Force. The Chair noted he had a number of concerns with this paper in March and subsequently emailed COT and Alistair Kelly detailing a number of questions which he required answers to. The Chair noted he has since received a paper that describes what the Force are doing but that does not actually answer the questions that have been asked. The Chair noted this is the third time he had been presented with this paper and the third time he is not happy with it

Force update: T/CC Nixon agreed with the Chair that the paper had had a troubled history. He furthered that he received the questions the day of the meeting and asked the Chair what he was aiming for with this paper.

PCC response: Lizzie Starr noted the questions for COT to answer were sent through in March and that Alistair Kelly had proposed a meeting with Lizzie Starr to go through the questions. Through this meeting it was established that Alistair would provide Lizzie with a draft report with the answers to the questions posed. Lizzie Starr noted she never received that report. The Chair noted he intends to either hold an entirely separate CGB to deal with this paper or he intends to dedicate part of CDB to deal with this paper. The Chair noted he will need a draft of a renewed report/appendix by mid-August at the latest. T/CC Nixon noted a separate appendix could be created to answer the Chairs questions rather than creating a whole new report. Alistair Kelly noted that he considered the Chairs questions to be focused around what has changed in regards to representation in the Force. The Chair clarified that his questions were focused around what is being done to recruit from more diverse backgrounds and if these processes are working. The Chair furthered that he wanted to see answers to these questions as soon as possible.

7. Corporate risk

The Chair noted he had no comments.

8. AOB

i. **Forward CGB Plan**

The Chair noted he had no comments.

ii. **Items to take to the Police and Crime Panel**

Lizzie Starr confirmed when an item is agreed at a CGB, it will be made an appendix to the CGB report that goes to the Police and Crime Panel.

Date of next meeting: 23rd September 2022



Procedure for Remembrance Sunday

(Version for circulation at Corporate Governance Board, July 2022)

POLICE PROCEDURE

1. Background

In 2017 a review of police support and attendance to Remembrance Sunday was undertaken. This was because expectations and reliance on policing to coordinate and discharge various functions were out of step with what the force could sustainably deliver and the force's 'core policing responsibilities.'

2. Review

The force engaged with all local MPs for Leicester, Leicestershire and Rutland, the Royal British Legion, Local Resilience Forum and the Safety Advisory Groups (SAGs) setting out a renewed approach to the policing of parades whilst retaining a supportive stance.

Whilst Leicestershire Police remain committed to attending events, to pay our respects and remember the fallen, our core roles at such events have evolved in line with the Authorised Professional Practice.

In addition, the Royal British Legion wrote to local councillors to re-enforce that Remembrance parades and services are important community events supported by the Legion, not Legion events supported by the community.

3. Changes made in accordance with Authorised Professional Practice (APP)

The requirement for police attendance and action at an event is based on the need for the police service to discharge its core responsibilities, namely:

- **Preventing and detecting crime**

Forces must carefully consider every deployment of officers and staff and consider whether each deployment represents best value and is the best use of the resource.

There will be a visible police presence at most parades to engage with the community and maintain public safety.

- **Preventing or stopping a breach of the peace**

A risk assessment will be carried out for every parade. The police have no general duty to preserve public safety (crowd control) at any public event, except where there are imminent or likely threats to life.

Responsibility for public safety rests with the organisers of an event, the owners of the land on which it takes place and the local authority if the event takes place on a road.

- Traffic regulation (only under statutory powers relating to events)

Whilst Leicestershire Police remain responsible for the enforcement of any authorised Traffic Orders in the event of a breach, Police Officers and PCSO's will not be routinely involved in traffic control unless a situation occurs which places members of the public at risk.

The Local Authority and event organisers will take primacy for traffic control.

- Activating contingency plans when there is an immediate threat to life

The current terrorism threat level makes putting in place effective and proportionate counter terrorism protective security essential. A JTAC threat assessment (Joint Terrorism Analysis Centre) will be obtained and a dedicated CT SecCo appointed (Counter Terrorism Security Coordinator) to produce a CT SecCo plan. Both must be included as part of Remembrance Sunday planning.

- Coordinating emergency response activities associated with a major incident taking place at the event.

A dedicated silver commander and supporting events structure will be identified and stood up for Remembrance Sunday. An operational order will be written to provide a global view of all Remembrance Parades and events working to a Gold Strategy and JTAC assessment.

Other key areas included within the Event Policing - NPCC Operational Advice Document which are covered for Remembrance Day are:

Safety Advisory Group (SAG): The key purpose of a SAG is to allow for matters of public safety to be considered by all relevant partners so that plans can be developed.

Remembrance Events will be discussed at the quarterly SAG meetings for both the City and the Counties. In addition, the larger events at Victoria Park and Loughborough will hold separate meetings which the Police will attend. All Remembrance Sunday events will be submitted to the local authority via an online event form.

CT Security Coordinator SecCo: Will attend de-briefs, pre-meets and site visits ahead of events to discuss security.

Safeguarding: It is the responsibility of all officers and staff to ensure that their duties are conducted mindful of our responsibilities in relation to safeguarding, which applies to both children and vulnerable adults.

Paying Respect

The force actively encourages and supports Officers and Staff to attend events as representatives of the force in order to pay their respects.

Attendees will include Chief Officers, senior leaders and NPA Commanders at the largest events where a wreath will be laid. In addition, many of our local beat officers, Police and Community Support Officers (PCSO's), Specials and Cadets will attend a wide range of Remembrance Parades and events across Leicester, Leicestershire and Rutland.

Subject to operational commitments any officer is permitted to attend a Remembrance event in uniform, including those who are off duty.

**Reviewed version,
July 2022,
for circulation at Corporate Governance Board**

POLICE AND CRIME COMMISSIONER FOR LEICESTERSHIRE

CORPORATE GOVERNANCE BOARD

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| Report of | CHIEF CONSTABLE |
| Subject | POLICING ELECTIONS / PREVENTING ELECTORAL FRAUD |
| Date | WEDNESDAY 20 th JULY 2022 - 1400 |
| Author | D/CHIEF SUPERINTENDENT SHANE O'NEILL / ECONOMIC CRIME |

Purpose of Report

1. This report provides an overview of how Leicestershire Police prevents electoral fraud and how the force proactively polices and protects the integrity of democratic elections in Leicester, Leicestershire and Rutland.

Objectives

2. In accordance with national guidance, there are six core principles adopted by Leicestershire Police which underpin the successful policing of elections. They are:
 - public confidence in the electoral process
 - prevention is better than prosecution
 - facilitation of campaigning that is free from intimidation and promotes peaceful voting
 - elections should be fair and inclusive
 - elections should be conducted in accordance with the law
 - elections should be effectively policed
3. Leicestershire Police delivers against these objectives proactively through close co-operation with local authorities, developing specialist knowledge to prevent malpractice, local visibility during elections, and by acting on reporting of malpractice or offences in a timely and practical manner. All seek to sustain the public's confidence in the electoral process, including

candidates, agents, returning officers, electoral service managers and observers.

4. Electoral malpractice is rare but can attract considerable media attention and/or challenge public confidence in the electoral process. Leicestershire Police therefore prioritises efforts to maintain good confidence in elections.

Police resources

5. Detailed planning is key to reducing the potential of electoral malpractice or intimidation of candidates or campaigners. It also enhances the ability of the police to respond to allegations and initiate investigations, should they arise.
6. Leicestershire Police see electoral processes as important to sustaining public confidence and therefore devote identified, trained and senior resource to support them. Specifically, this includes leadership by an investigator with several decades of experience, supported by two supervisors who have received national training related to elections.
7. When an election or referendum is announced, an assessment is made by the Elections lead with oversight by a Chief Officer. The response and assessment will vary given the scale and nature of the proposed election – for example, a General Election, parish council election or national referendum. This follows advice from the College of Policing. This assessment is developed with partners. The aim is to lead planning with the objectives of mitigating electoral malpractice, contributing to a non-intimidatory environment for candidates and/or agents, and to facilitate peaceful voting.
8. Leicestershire Police's Single Point of Contact (SPOC) for elections has the following responsibilities:
 - Liaison with the Electoral Commission on behalf of Leicestershire Police
 - Liaison with Local Electoral Services managers
 - Supporting the police operational planning process
 - Providing proactive briefings to local election candidates and agents to ensure they are aware of electoral offences and measures they can take to minimise any offending; also advising on how to recognise and report any incidents of harassment, intimidation or threatening behaviour

- Directing investigation and resources into allegations of electoral malpractice
 - Liaison with Crown Prosecution Office, where relevant, to brief assigned counsel on any offences of note
 - Liaison with local authority returning officers to ensure they have access to police advice / support / updates on investigations when needed
 - Maintaining specialist training (from City of London police)
 - Liaison with College of Policing to ensure the latest advice is followed.
9. The Elections SPOC and its two nominated deputies is able to draw on further resources as required from the force's Economic Crime Unit, Corporate Communications, Force Intelligence Bureau and Special Branch.
10. During elections, officers from neighbourhood policing and response (typically the day and late shifts) are briefed with an Operational Order regarding the elections and receive, for General Elections, an aide memoire from the Electoral Commission. This reminds officers what is required, including legislation related to public order, harassment and electoral fraud.
11. Officers attend polling stations or locations where counting takes place in accordance with risk assessments carried out between the Election SPOC and partners. Where an Amber or Red assessment is given, officers will attend.
12. Officers on duty are encouraged to engage with the Election SPOC with any concerns, questions or issues arising.

Partners

13. Strong liaison with partners in the local authority such as Electoral Registration Officers, Returning Officers and Electoral Service Managers is key.
14. The Electoral Service Managers are in regular contact with the force's point of contact to ensure the police are aware of any potential issues and provide a risk assessment on all polling stations. Polling stations with higher

risk assessments are prioritised for special attention on polling day during polling hours and/or the count. Electoral Service Managers are given a specific incident number to report incidents quickly.

15. Dependent on the scale and nature of the election, the risk assessment, or the issues faced during the election campaign and/or polling day, Leicestershire Police draws on Electoral Commission resources, and engages with the Crown Prosecution Service's dedicated lawyer for elections at its special case work division headquarters in York.

Allegations, reporting and investigations

16. Leicestershire Police takes electoral malpractice allegations seriously. Our election SPOC and supporting team have decades of experience in assessing and prioritising allegations and reporting and taking appropriate action. They proactively consult and advise election officers. Our structures are designed to direct allegations and reporting to our experts. Their expertise covers the offences reported under the Representation of the Peoples Act 1983, as well as other offences, for example, under public order, forgery, and harassment legislation (Appendix A has a list of relevant legislation).
17. With regard to trends or emerging threats, this is monitored closely through regular consultation with the College, local election officers, and the Electoral Commission. There are no notable trends or emerging threats in Leicester, Leicestershire and Rutland. By far the most common type of electoral malpractice offence is failing to include an imprint on election material. Since 2016 Leicestershire Police has recorded a total of 26 allegations of electoral malpractice; half relate to imprint allegations.
18. It is important to note that allegations of electoral malpractice are not confined to election periods. Our specialists in the Economic Crime Unit will assess, evaluate and investigate allegations at any time. Consultations with partners, intelligence gathering and preparations are continuous.

19. Our specialists are deployed on polling day to provide tactical advice and guidance and respond to reports. They carry out their duties in accordance with the principles listed at the start of this overview. Officers may attend scenes to secure and preserve evidence if necessary.

Conclusion

20. Leicestershire Police is proactive in its approach and commitment to prevent electoral malpractice. The force has built and maintains very strong working relationships with all partners involved. Channels of communications continue throughout the year. Allegations are assessed, prioritised and investigated whenever necessary by trained specialists and investigators in our Economic Crime Unit.
21. Our officers and staff adhere to clear principles and operational orders when dealing with election matters.
22. The force's operational commitment in this area delivers against the Commissioner's Police and Crime Plan 2021-2024 (page 22) "The police and OPCC will work to ensure free and fair elections as these are essential to the proper functioning of our democratic society."

Appendix

Relevant legislation

23. The most common electoral malpractice offences reported under the Representation of the Peoples Act 1983 are:
- **Imprints S.110** - Failure to include an imprint on material intended to promote or procure the election of a political party, candidate or groups of candidates.
 - **False statement of fact as to candidate S.106** – Illegal for a person to make or publish any false statement of fact in relation to the personal character or conduct (rather than the political character or conduct) of a candidate, before or during an election
 - **False registration information S.13** – It is an offence to provide false information to register to vote

- **False application to vote by post or proxy S.62A** – it is an offence to falsely apply to vote by post or proxy with the intention of depriving another person of a vote or gaining a vote or money or property.
- **False statement in nomination papers S.65A** – Makes a false statement in a document furnished to the returning officer.
- **Personation S.60** – Offence to vote as someone else, either in person at a polling station or by post or proxy.
- **Bribery S. 113** – Directly or indirectly given any money, corruptly does any act, makes a gift to procure the return of any person at an election or the vote of any voter.
- **Treating S.114** - Before during or after an election directly or indirectly give or provide, or pay wholly or in part the expense of giving any meal, drink, entertainment for the purposes of corruptly influencing that person to vote or refrain from voting
- **Undue Influence S. 115** – Make use of or threaten force, violence or restraint or inflict or threaten to inflict any temporal or spiritual injury, damage or harm to induce any voter to refrain from voting
- **Secrecy S.66** Every Returning Officer, clerk, candidate, agent or polling agent attending a polling station shall maintain and aid in maintaining the secrecy of voting and unless authorised by law shall not communicate to any person relevant information before the poll is closed.

Other related offences;

- *Perjury – Perjury Act 1911*
- *Forgery and Counterfeiting – Forgery and Counterfeiting Act 1981*
- *Conspiracy to Defraud - Common Law*
- *Harassment – Protection from Harassment Act 1997*
- *Public Order – Public Order Act 1986*

Implications

Financial: None

Legal: None

Equality Impact Assessment: None

Risks and Impact: None

Link to Police and Crime Plan: Yes

Person to Contact

Paul Wenlock, Leicestershire Police Election SPOC and Manager, Economic Crime Unit

POLICE AND CRIME COMMISSIONER FOR LEICESTERSHIRE

CORPORATE GOVERNANCE BOARD

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| Report of | TEMPORARY CHIEF CONSTABLE |
| Subject | MINI POLICE PILOT – JULY 2022 |
| Date | WEDNESDAY 20 th JULY 2020 – 1400 |
| Author | T/ASSISTANT CHIEF CONSTABLE KERRY SMITH |

1. Purpose of Report

- This report provides an update on the initial paper submitted to the Chief Officer Team in November 2021 by PS Marina Waka. This report seeks to recommend an initial proposal to get a pilot of Leicestershire's Mini Police set up and running within 3 primary schools during the 2022/2023 academic year.

2. Summary

- The initial proposal set out the detail of what the programme will include and the extensive research conducted by PS Waka (Attached as Appendix A). This proposal will look at the programme lead recommendation of who will be best placed to carry this forward along with detail of initial schools which we have/could approach along with realistic timescales of launching the project.
- The proposal within this paper is to introduce a 'Mini Police' scheme for primary school children in Year 5 who will in turn share their learning with peers and parents.
- The scheme will introduce policing as a positive influence and allow early intervention with children and their responsible adults. This will enable the building of trust in policing and facilitate engagement with partners to begin to instil age-appropriate safety awareness. 'Mini Police' is a set programme of lesson plans and mini projects which are provided by us to the schools. These are then delivered by the school within their normal school hours as part of their weekly lessons.
- Local PCSOs and the project coordinator will support the school with elements of the delivery. It is not anticipated that our staff will deliver any part of this programme on their own and must be driven by the school. Therefore, all safeguarding and management of the children will be the responsibility of the school, in line with their policies and procedures.

- It is anticipated that any member of Leicestershire police staff who will be involved in this project and likely to be supporting the schools will require a DBS check. The ViP team can carry this demand internally.

3. Programme Staff Lead Options

- Although there have been a number of options considered, it is recommended that the best option to enable us to launch the project as soon as possible, is for PS Marina Waka to take on the lead project coordinator role. It is anticipated that she will soon be moving roles, to take up a role at FHQ which should allow her the flexibility to lead on the pilot phase of the project alongside her new role. PS Waka has a passion and a drive for this project, and is still very keen to be involved and lead on this.
- She has extensive knowledge and would require little to no additional updates to bring her up to speed on the pilot in its current state.
- Consideration has to be made that as per other forces feedback, once the initial pilot is complete and the programme grows it is anticipated that this role will need to develop into a full-time role.
- Consideration for an honorarium payment or an agreed overtime should this be required to support her with undertaking this additional work.

4. Pilot locations

- We have liaised with Insp Streets in the PCC's office and obtained confirmation that the PCC is keen to support this project. We were requested to consider the areas/schools that would be interested. The proposal is to look at those schools which are either in the people zones or catchment area of the people zones.
- The initial proposal set out by PS Waka would be to look at running a pilot within 3 schools with 20 pupils from each school. I would suggest 1 primary school from within each people zone area and with a maximum of 30 children per school, this will then accommodate the whole of the proposed year 5 class. (Average class size is 27 in UK primary schools).
- The three people zone areas within Leicestershire are as follows: -

I. The Bell Foundry: Loughborough (Charnwood)

This people zone has 1 primary school within the people zone boundary.

- Cobden Street Primary School, Cobden Street, Loughborough, LE11 1AF
Headteacher: Mr Carl Saunders: CSaunders@cobden.leics.sch.uk
 - Contact has been made with Mr Saunders and he is keen to be involved in the project and is interested in meeting to discuss the detail over the coming weeks.
- II. **New Parks: West Leicester:** There are 3 primary schools located within the boundary of the people zone. In liaison with the NPA, a recommendation was made to approach Stokes Wood.
- Stokes Wood Primary School, Blackett Ave, Leicester, LE3 9BX
Head Teacher Mrs J Gadsby: office@stokeswood.leicester.sch.uk
- III. **Thringstone and Whitwick:** North West Leicester: There are 2 primary schools located within the boundary of the people zone. We are currently liaising with the NPA to approach one of these schools.
- Thringstone Primary School, Hensons Lane, Thringstone, LE67 8LJ
Headteacher; Mrs Ella Roberts: office@thringstone.leics.sch.uk
 - Whitwick St Johns The Baptist CVE Primary school, Parsonwood Hill, Whitwick, LE67 5AT
Headteacher: Mrs Noon: Whitwick@whitwick.leics.sch.uk

5. **Costings**

- Based on PS Waka's figures I would estimate the below costings per school. I have quoted up to 30 children per school. This would be based on running the 'annual, longer term Mini Police Programme' as detailed in PS Wakas proposal, which I feel would have the most benefit to the school and the children, from the feedback from other forces this appeared to have the best engagement with both the children, school and parents/families of the pupils.

| Item | Approximate Total Cost |
|--|-----------------------------|
| Advertising Programme Posters / Social media attraction etc. | £500 |
| Initial Trial – 3 schools (30 children per school) 90 x Mini Police Uniform's consisting of cap, soft Shell jacket, high visibility vest and police lanyard (similar uniform to what is provided to cadets) | £2,250 (£25 per uniform) |
| Mini Police Activity Bag and Stationary | £450 (£5 per bag) |
| Mini Police Mascot (Would need to clarify what PS Waka was looking at re this) | £520 |

| | |
|---|---------------|
| Pass-out Ceremony / Awards / Refreshments (Yearly) | £500 |
| Mini Bus (Trips / Rewards) | £1,000 |
| <u>Total Cost (excluding full time role)</u> | £5,220 |

6. Time Line:

- We have to consider that due to the imminent start of the school holidays, it is unlikely that we will be able to start this pilot in September 2022.
- A period of preparation over the summer holidays can be conducted to bring together the multi-agency offer as detailed in the programme's timetable, with a view of approaching schools once they return with a detailed offer. The intention will be to enrol the schools onto the project towards the end of the autumn term.
- Once the initial pilot has been created and positioned, regular reviews will need to be built in to the plan. This will need to include a detailed review around Easter 2023, to consider the initial success of the project and present options on expanding this across more schools for the academic year 2023/2024. Completing this at Easter will provide us with time to:
 - I. Write and submit a business case to the PCC for funding to expand the project.
 - II. Work with other schools which we would like to expand into.
 - III. Establish what resourcing this project will require long term, IE Full time coordinator.

7. Recommendations

- Appoint PS Marina Waka as the pilot lead to enable her to continue/start making progress with the schools and working on the Programme delivery offer.
- Gain the support from the relevant NPAs working with the beat teams to engage with the schools to generate interest prior to the summer break (Already underway).
- Seek to set up with one initial primary school within the spring term. We would recommend Cobden Street Primary school in Loughborough who are keen to be part of the project. This is a diverse school located within the middle of the people zone so would present a fantastic opportunity. This school is actively seeking ways to better engage both pupils and their families into the local community so it would lend itself well this this initiative.
- Once this is in place, to consider expansion into the other two primary schools within the other people zones towards the end of the spring/summer term.

- Work to deliver the annual, longer term programme as set out in PS Waka's initial proposal, based on the feedback from other schools and forces.
- Seek approval from the PCC for funding for the initial pilot.

Implications

Financial: As above

Legal: None

Equality Impact Assessment: None

Risks and Impact: None

Link to Police and Crime Plan: Yes

List of Appendices

N/A

Person to Contact

Sergeant Charlotte Dickens – SSD Volunteers in Policing
charlotte.dickens@leics.police.uk

POLICE AND CRIME COMMISSIONER FOR LEICESTERSHIRE

CORPORATE GOVERNANCE BOARD

| | |
|-----------|---|
| Report of | TEMPORARY CHIEF CONSTABLE |
| Subject | ISSUANCE OF CED (TASER) TO THE SPECIAL CONSTABULARY |
| Date | WEDNESDAY 20 th JULY 2022 – 1400 HOURS |
| Author | ACC KERRY SMITH |

1. Purpose of Report

- This report summarises a nationally agreed policy which considers the issuance of CED (Taser) devices to Special constables. The report considers the criteria which we will need to satisfy and the processes required to issue eligible Leicestershire Special Constables with CED training.
- We currently have 10 eligible specials (SCs) from across the force, with a potential further 6 who would become eligible over the next 6 months under current pre-requisites.
- This proposal is to look at how Leicestershire Police will deal with the application, training and development of special constables (SCs) in CED. This has recently been authorised by the NPCC Less Lethal Weapons national lead following consultation and direction from Chiefs Council. A full College of Policing report has been produced to provide guidance and national requirements for the implementation of these processes. This proposal will refer to that policy throughout. The full policy can be found in Appendix A.

2. Eligibility Requirements.

- It is acknowledged that core policing skills must be attained before STO training is considered. Therefore, before SCs can access such training they should have been assessed as having achieved these national pre-requisites:
 - I. Achieved Directed Patrol Status (DPS),
 - II. Completed 12 months' service since achieving DPS,
 - III. Completed 200 hours duty since achieving DPS,
 - IV. Subject to a professional standard's check,
 - V. Current and competent in personal safety training and first aid,
 - VI. Attained the required fitness standard.

- The 200 hours stated by the COP does not stipulate whether this encompasses ALL hours (training, administration and operational hours) or whether this is just operational hours.
- Our recommendation is for Leicestershire to make it a requirement for the SC to have completed 200 operational hours since obtaining DPS patrol status, and then for this to be maintained and achieved before their refresher course every 12 months.
- The College of Policing state that the next stage of the process requires the applicant to provide three written examples of how they have successfully dealt with incidents involving conflict during their policing career. This does not necessarily have to be limited to 'use of force', although this should be included, and should include additional complementary skills such as communication, negotiation and de-escalation. The written examples should articulate how they applied the National Decision Model (NDM) to the situation, these can and should be supported by other evidence such as use of force reports and BWV.
- This evidence will be taken from their completed PACS which are recorded on the Duty Sheet system and evidence provided within PDR.
- The prerequisites defined above will remain under constant review. Should there be a decision to move outside of the nationally agreed prerequisites to increase the pool of potential candidates, the reviewing process this will enable us to be in an active state to understand potential capacity challenges of such an uplift.

3. **Application process and required criteria.**

- The policy sets out that we need to identify three key people from the beginning of the SCs application process. These are: -
 - I. Regular supervisor(s) – (area Supervisor)
 - II. Their special constabulary supervisor (ViP Sgt)
 - III. Training Development Officer (TDO) or equivalent (Specials Coordinator)
- These people should all contribute to the evaluation of the officer's application with one taking the lead as the Designated Reviewer (DR) with the others providing support. It will be up to us as a force to determine who will take the role as the designated reviewer.
- We have highlighted above who those people could be here in Leicestershire, the DR would be the Volunteers in Policing Sergeant who would collate and review the SCs application process. The national guidance states: *'These will be the person with overall responsibility for the special constabulary who is likely to be best placed to consider the application of the individual, and a regular officer of not less than superintendent rank for that force, who will endorse that the application criteria and requirements have been met.'*

4. **Additional Elements we wish to consider within the early stages:**

- An invitation to attend a mandatory in-house information evening led by the Chief Taser instructor.
- This will be used to provide real time information and to set out our expectations of them. (IE increase in commitment due to CPD training, increase in minimum requirement of number of operational hours, expectation on incidents they will attend and are likely to be exposed to as a CED carrier etc).
- The force's new PDR system is being introduced for specials. They currently have a similar 'Check in' which is recorded on Duty Sheet, for which they can utilise evidence from.

5. **Impact on PSD capability and PSD process:**

- The checks completed by PSD for CED applications across the force is currently under review and we would recommend that once this new process has been agreed that the same process be adopted for SCs who wish to carry CED.
- PSD have been approached and confirm that they will have capacity to run these additional checks required for the SCs. Number are likely to be low (10 per year) so this will not have too much of an impact on them. However, they have raised a couple of points for consideration:
 - I. The full list of people will need to be sent to them just before the course commences.
 - II. We will also need set criteria as to what needs to be flagged.eg all live complaints or just complaints of a particular category, like Use of Force or Authority Respect and Courtesy. They have also suggested that Misconduct outcomes would be an automatic refusal (but it is for the force to decide what level of misconduct they are willing to accept).

These are the same points raised for the regular STO process so once this has been agreed, we would look to adopt this across to SCs.

6. **Ongoing CPD**

- The national policy states that there should be regular reviews of the officer's use, skills and training. We would look at continuing the criteria required for the initial application process and for the officers to continually demonstrate these criteria on an ongoing basis and have achieved the below before they attended their annual CED refresher course.
- The criteria set is: -
 - I. Completed 200 operational house since their last CED course
 - II. Subject to a professional standard's check, (If required for a review at this time, this will be determined by the new force process once agreed)

- III. Current and competent in personal safety training and first aid
 - IV. Attained the required fitness standard.
 - V. The national policy also states that there will be an additional requirement for SCs.
- An additional process is required of SCs to ensure continued development and maintenance of competence. This additional process should only remain until the officer has: -
 - I. Successfully completed a review of three CED uses or
 - II. Successfully completed CED refresher training.
 - At this point they can revert to the process in place for all STOs.
 - The guidance states that as part of this post use or CPD review, forces consult their identified subject matter expert, in our case this would be our Chief Taser instructor (Or deputy) who will lead on the above reviews (detailed on page 6 of 15 in Appendix A).
 - It also requires SCs to conduct a personal review of their use including review of BWV, use of force forms etc. This could be included in their PDR process as a CED carrier. The national policy goes into more detail on how this would work and how supervisors could debrief performance. This runs in line with our PDR reviews and any performance that falls below the required standard a development plan can be considered (Page 6 of 15, appendix A).
 - We would have a set period each year where SCs can apply to become taser trained, the eligibility and application process would remain the same as above, the time of year for this would need to coincide with when the training calendar is determined, and once we know which route of training we adopt.

7. Training and Current Timeline:

- If this process was to be agreed, then the Chief Taser instructor is confident that he would be able to run a specific SC CED course in Autumn of 2022, as part of the force increase in STO numbers.
- The course would run the same as the regular course there would be no difference in terms of the Leicestershire CED standard 4-day course. However, there are 2 options on how we could complete/enhance the training: -
 - I. **Option 1:** We would run a specific 4-day standard course but specifically just for specials. We would look to incorporate an additional evening of carousel training (generic name for CPD training for specials) on the NDM. Our recommendation for this would be due to the fact that SCs do not have as much daily experience of using the NDM in policing scenarios as regular officers.

- II. **Option 2:** To integrate the SCs into the regular courses, (2 specials and 6 regulars on a standard 8-person course). This would still be the standard 4-day course but would have the benefit of integrating the specials and the regulars, the regulars understanding and experiencing that the SCs have exactly the same training and required standards to pass the course as them.

8. **Costs**

- SCs trained in the usage of CED will be supernumerary to the force STO establishment.
- There would be additional costs if the training was to be conducted during evening or weekends, however, this is not in the initial training plan so this is not anticipated to be a problem. The majority of the costs will be absorbed into the training plan.
- SC are provided with lunch and light refreshments during duties which are over 6 hours. During core training this is covered by the Academy. When additional training is undertaken, this is covered by the department who is putting on the training. This is a cost which will need to be factored.
- Once a proposal is agreed, then this can be factored in during the forecast budget request in October 2022 for financial year 2023/2024.
- Breakdown for content on running a standard 4-day course: -
 - I. Students max 8.
 - II. Day One – 2 instructors (introduction to Taser, start of handling)
 - III. Day Two – 5 instructors (This is range day 1:1 instruction until qualified on the weapon. NDM PowerPoint)
 - IV. Day Three – 3 instructors (Scenario based training, ratio 1:4) formative
 - V. Day Four – 3 instructors (Summative scenarios ratio 1:4)

9. **Initial course Costs:**

- Cost below for Cartridges required per person per initial course. All Cartridges are £26 each.

| | |
|-------------------------------------|------|
| Formative shoot 8 cartridges | £208 |
| Qualification shoot 5 cartridges | £130 |
| Formative scenario max 4 cartridges | £104 |
| Summative scenario max 4 cartridges | £104 |
| Total cartridge costs | £546 |

- With such a small number going through the training, then we are not anticipating the need to purchase additional devices, with the uplift in the current force numbers this is likely to be captured within that.

10. **Total Costs per SPC per 4-day course.**

| | | |
|---------------------------------------|---------|--|
| Lunch/Refreshments for a 4-day course | £22.60 | |
| Total Cartridge Costs | £546 | |
| Eye protection | £10 | |
| Total Cost per SPC | £578.60 | |

- Tac Vest and Holster - We are awaiting the costing for the new Tac vest with the mole design, I have not added any additional costs. Currently SC are issued with the same body armour and uniform as regular officers so this cost is absorbed through the ViP Budget, and already accounted for.

11. **Insurance implications:**

- We have conferred with the Firearms training Inspector and Sgt who have confirmed that the current force insurance that is already in place for regular CED carriers and this would apply to SCs.
- We have conferred with Adam Commons from the Fed who has stated that;
- Leicestershire's position would be similar to the National announcement by the Home Secretary i.e. the SC should be signed off as independent, have the backing of a line manager to have the course and to pass the same 4-day initial course undertaken by full time officers.
- They have stated that they would like the specials to be members of the Fed prior to joining the course stating that he wouldn't ever want anyone out there using Taser without the protection of the Federation in case of a DSI.
- This element can be covered off within the mandatory information evening we are recommending.

12. **Risks and Benefits:**

- We have to consider that there will be additional operational and organisational risks for SCs that are carrying CED, as well as benefits for both the officer, the public and the organisation. We have highlighted some which may need further consideration;

12.1 Benefits: -

- I. Increased taser coverage across the force,
- II. Supporting our volunteer specials providing them with them same level of protection and training as regular officers.

- III. Investing in our Special constabulary in line with opportunities we offer to regular officers.
- IV. Specials are treated as equals with this opportunity.
- V. Increased support and protection for the public.

12.2 Risks: -

- I. Knowledge and understanding of NDM and the PIM process. This can be covered by an evening of carousel training on the NDM which L&D have agreed they can support and deliver. This is highlighted in the SACMILL document which is attached in Appendix C. This additional evening of training and the requirement for 200 operational hours would help to mitigate this risk.
- II. General risk management of specials who go absent without leave. The risk is that they would still have access to police stations and then access to the taser lockers, we would need to look at closer supervision of those officers so any leave of absences would be picked up early doors. Option to block warrant cards and restrict access if contact isn't made etc. Consideration for regular supervisor meetings, PDR reviews as part of the CDP requirement to take part in the refresher, would also help to mitigate this risk.
- III. Same risks as regular officers, in that they would potentially get sent to higher risk incidents such as edged weapon jobs. They are more to the forefront at these incidents, this would be mitigated by the training course provided, as it would be for regular officers.
- IV. Managing expectations and communications to regular officers and supervisors, to ensure that specials who are carrying taser are not dismissed by regular officers/supervisors, as in some other specialist role/training they have undertaken, IE Intoxiliser trained specials. This would also go the other way and we would need to ensure that we had a comms strategy in place to ensure that regular officers also didn't feel that they were being pushed out, or that specials were potentially taking their places on courses.
- V. That SC might not be able to attend the 4-day course, which is same risk as other courses they attend such as the 3-week standard driving course. We find that SCs who have the commitment to the specials are able to find the time. They are likely to utilise their annual leave, their company's employer supported policing hours or we have a number who have flexible jobs or who are retired.

13. **Recommendations:**

- We offer up to 12 spaces over the course of this financial year for SCs to become taser trained.

- On top of the national requirement's/eligibility we make it mandatory for all interested specials to attend an information evening led by the chief taser instructor, as detailed above.
- On top of the national requirement's/eligibility, our specials must complete 200 operational hours within the 12 months preceding to their course. (whether that be an initial or refresher course)
- Every SPC who is due to attend a taser course attends a 4 hours evening input on NDM and the PIM process, delivered by L&D this would be the same package as delivered to new regular offices.
- Our recommendation is that we trial 2 types of courses within the current financial year,
 - I. We run one SPC specific 4-day taser course in the Autumn, this would be able to accommodate up to 8 specials.
 - II. We offer up to 4 places on regular's courses for specials during the Autumn/Winter months.

We would then run a full review of each course type to determine which one is preferred. We would then use the feedback to determine which is best to adopt moving forward, this will then be built into the STO training calendar for the next financial year.

Implications

Financial: As stated

Legal: None

Equality Impact Assessment: None

Risks and Impact: As stated

Link to Police and Crime Plan: Yes

List of Appendices

Appendix A – The National Policy: Special Constables and CED. Version 1.0



11LL'2022 - SC and
Taser application proc

Appendix B – Letter from CC D'Orsi to CC and force firearm leads following the decision taken at Chiefs Council.



11LL'2022 - Special
Constables & Taser.

Appendix C - Statement on the medical implications surrounding the extension of conducted energy device availability to Special Constabulary Officer.



Medical Implications
on Ext of CED to SCs.p

Person to Contact

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John Kearns – Chief Taser Instructor – john.kearns@leics.police.uk

LEICESTER, LEICESTERSHIRE AND RUTLAND POLICE AND CRIME PANEL – 26th September 2022

Cover Report - Police and Crime Panel Annual Report 2021-22

Purpose of this Report

1. The Annual Report is intended to provide a summary of the Panel's activities over the previous municipal year, which runs from the annual meeting in June through to the end of April.

Background and current arrangements

2. Further to discussions at the panel's member awareness session in May 2021 and the work programme discussion in December 2020, it was agreed that the panel should produce an Annual Report, to highlight the activities undertaken by the panel during the municipal year.
3. The Annual Report is targeted primarily at the public and other elected member's, and it is hoped it can be used to help raise awareness of and promote understanding of the panel's role and activities.
4. The Annual Report is used to demonstrate and evidence that the panel has met the critical success factors and key performance indicators as specified in the Home Office Grant Agreement which provides 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.

RECOMMENDATIONS

That the Annual Report be considered and, subject to any changes requested by Members, be finalised and published on the Panel's webpages on the Leicester City Council website.

For any enquiries about the report please contact:

Anita James, Senior Democratic Support Officer, Democratic Services, Leicester City Council. Tel: 0116 4546358 Email: Anita.James2@leicester.gov.uk

ANNUAL REPORT OF THE LEICESTER, LEICESTERSHIRE AND RUTLAND POLICE AND CRIME PANEL (2021-2022)

Purpose of this report

The Annual Report is intended to provide a summary of the panel's activities over the previous municipal year.

Background

The Police and Crime Commissioner (PCC) is responsible for securing an efficient and effective police force for the area of Leicester, Leicestershire and Rutland. This includes setting objectives in a Police and Crime Plan; considering budget allocation and holding the Chief Constable to account.

On 6th May 2021 Rupert Matthews was elected as the new Police and Crime Commissioner. Due to the postponement of elections in 2020 the new PCC's terms of office is three years.

The Police and Crime Panel (the panel) has several statutory functions which include reviewing the PCC's Police and Crime Plan; reviewing the PCC's Annual report and considering the PCC's proposed pre-cept, this also involves scrutinising the actions and decisions of the PCC and considering his full remit of responsibilities, e.g., commissioning.

Membership

The membership of the Leicester, Leicestershire and Rutland Police and Crime Panel consists of 15 members made up of 13 elected Members from each local authority in the force area i.e., Leicester City, Leicestershire, Rutland and 7 Districts; as well as 2 Independent Co-opted Members.

This make up of the panel ensures that all parts of the police area are appropriately represented.

The panel must ensure that the membership has appropriate skills, knowledge and experience in order to properly exercise the functions of the Panel.

The panel elects the Chair and Vice-Chair at the Annual General Meeting.

The membership of the panel for 2021-22 was:

| Members | Local Authority |
|-------------------------------|------------------------|
| Cllr Les Phillimore | Blaby |
| Cllr Leigh Harper-Davies | Charnwood Borough |
| Cllr Simon Whelband | Harborough |
| Cllr Michael Mullaney | Hinckley & Bosworth |
| City Mayor Sir Peter Soulsby | Leicester City |
| Cllr Piara Singh Clair | Leicester City |
| Cllr Kirk Master (Vice-Chair) | Leicester City |
| Cllr Elly Cutkelvin | Leicester City |
| Cllr Deborah Taylor (Chair) | Leicestershire County |

| | |
|----------------------|---------------------------|
| Cllr Malise Graham | Melton Borough |
| Cllr Andrew Woodman | North West Leicestershire |
| Cllr Kevin Loydall | Oadby & Wigston |
| Cllr Lucy Stephenson | Rutland |

Following a recruitment process undertaken in January 2022, 2 new Independent Co-Opted Members (Salma Manzoor and Parisha Chavda) were appointed for a term of 4 years.

In-Year Monitoring Information

Critical success factors

a) The number of public meetings held

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

The Covid-19 pandemic brought unprecedented challenges to policing and in turn the role of the panel. The panel adapted to those changes quickly and effectively to ensure its responsibilities continued to be met throughout that period.

The legislation that permitted virtual meetings to take place during the Covid 19 pandemic ceased on 7th May 2021 and the panel resumed physical public meetings but continued to use technology to hold panel pre-meetings (non-public) 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 prior to public consultation
- 30th September 2021 Autumn Panel meeting
- 2nd December 2021 Winter Panel meeting
- 2nd December 2021 Confirmation Hearing for role of Chief Executive Officer of the 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>

Member only preparatory meetings are held a few days before each panel meeting. There were 6 member pre-meetings arranged during this period and each was 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 PCC and the CEO of the Office of the PCC prior to each public meeting.

In addition to the public meetings, the panel also held a series of informal task and finish group sessions, for information sharing and to explore, analyse or review 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.

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

The panel's work programme provides a framework for the panel's activity throughout the year. Whilst the panel cannot directly scrutinise operational policing matters the panel through its work programme has carried out its main statutory duties, and continues to add value as part of and beyond its statutory role by scrutinising the actions and decisions of the PCC e.g., funding decisions, and providing support and challenge to the PCC in his role in helping tackle crime and disorder across the Force area and questioning how he is holding the Chief Constable to account.

The panel has received regular updates from and challenged the PCC on matters of current interest and concern. Topics of particular interest to the panel have been recruitment and retention of police officers and staff; domestic violence and alcohol related 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.

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

At its meeting to consider the precept the panel agreed with the PCC's recommendation to increase the 2022-23 precept by £10.00 per annum for police purposes to £258.23 for a Band D property to enable policing priorities to be met.

With the removal of Covid restrictions the panel were keen to undertake ad hoc, task and finish type scrutiny. Initially the panel formed a small working group that met to discuss and review the draft Police and Crime Plan prior to public consultation in September 2021.

The panel also agreed to undertake a scrutiny review of s106 Funding with the aim to scrutinise the effectiveness of arrangements by the OPCC/Force to obtain and use funding from developers to meet community policing needs. This review has been ongoing into the 2022-23 municipal year.

The panel has the statutory power to deal with complaints made about the PCC's conduct, this power has been delegated by the panel to the Monitoring Officer of the host local authority and a full procedure for complaints handling is set out in the panels Constitution. The panel received a report on how non-criminal complaints had been handled by the Monitoring Officer at the December 2021 meeting and has monitored complaints against the PCC.

Details of the complaints process can be found on the panels webpages at: [Leicester, Leicestershire and Rutland Police and Crime Panel](#)

c) Visits

The ongoing Covid 19 pandemic meant there were no panel visits taking place, however, as restrictions and risk of transmission of the latest variants ease, arrangements are now being made for visits with the aim of raising more awareness of force operations for panel members to aid them in their strategic thinking as well as understanding other strands to the PCC role i.e., commissioning.

- Drone demonstration – arranged for 27th July 2022
- Tactical support van/police car/motorbike viewing – arranged for 27th July 2022
- A panel familiarisation visit to Force HQ – arranged for 4th October 2022
- The Child Exploitation Hub based in Wigston.(deferred during 1st phase of pandemic)
- The Dear Albert Project (deferred during 1st phase of pandemic).

d) Events and Training

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 as well as a means to help understand the national picture for PCC's.

Full panel member 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 Co-Opted Members to the panel's responsibilities.

It is anticipated that refresher training will also be carried out for all panel members on their role and responsibilities in Autumn of the 2022-23 municipal year.

Opportunities for further training and networking continue to be explored and the panel support officer has been in discussion with Frontline Consulting to explore feasibility of a bespoke panel member workshop to facilitate a topical discussion around policing and where that is going, drawing on police culture and public confidence and referencing recent publications i.e., Policing Strategy and the Inspectorate report and drawing from them elements of concern or focus for panels.

e. Engagement with the work of the Panel by Members of the Public and the Police and Crime Commissioner for Leicestershire Police

The panel regularly reviews its 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.

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.

The panel continues to include as a standing item on its agenda's an opportunity for public questions and has published a public questions procedure available at [Public question time procedure \(leicester.gov.uk\)](https://leicester.gov.uk/public-questions-procedure/).

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.

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 in the communities around Leicester, Leicestershire and Rutland which he often reports upon to the panel.

A good example of the PCC using the panel for support and challenge concerned a review of the Medium Term financial plan over Summer 2021 and also involvement of panel members in consideration of the draft Police and Crime Plan prior to public consultation. Members welcomed this approach as an improvement on previous practice and evidence of improved engagement.

f) Panel's Budget

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. Independent members receive a small allowance payable through the host authority.

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

A mid-year claim was produced in accordance with Schedule 3 In-Year Monitoring Information Requirements of the Home Office Grant Agreement, this was returned to the Home Office by 31st October 2021 to ensure eligibility 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 the financial year at that point. The actual expenditure for the mid-year claim was: £34,305.40

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 was £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 (Annex A and Annex B) was returned to the Home Office by 31st July 2022 to remain eligible for the payment covering the second half of the financial year.

| | Mid-year payment received (1 st period) | Spend forecast from mid-year to 31 st March 2022 | Actual expenditure (2 nd period) | Total spend FY 2021/22 |
|----------------------|--|---|---|------------------------|
| Administration costs | £33,305.40 | £24,902.13 | £30,619.05 | £58,207.53 |
| Members expenses | £1,000 | £777.00 | £777.00 | £1,777.00 |
| Total | £34,305.40 | £25,679.13 | £31,396.05 | £65,701.45 |

Summary

The Annual Report is targeted primarily at the public and other elected member's, and it is hoped it can be used to help raise awareness of and promote understanding of the panel's role, responsibilities and activities.

The Annual Report has been produced by the panel's support officer and any comments from the members of the panel are welcomed.

Officer to Contact:

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THE LLR POLICE AND CRIME PANELS WORK PROGRAMME 2022

| DATES | ITEM | COMMENTS |
|--|---|--|
| Weds 14th Dec 22 at 1pm | <ul style="list-style-type: none"> Complaints against PCC Annual Report Panel Constitution & Terms of Reference Annual Review PCC Strategy Reports (1. Estates; 2. Commissioning) PCC Involvement in the Local Criminal Justice System Ethics & Transparency Panel update OPCC Corporate Governance Board update CSP funding update People Zones Report | <p>To provide details of the Estates Strategy and the Commissioning Strategy</p> <p>To include Force and OPCC performance</p> <p>Highlighting animated video</p> |
| Other Suggested items to be scheduled | <ul style="list-style-type: none"> Emergency Services Network update Confirmation Hearing – Chief Constable appointment Annual Report for Independent Custody Visitors | <p>To provide update on timeline for implementation and budget impacts as programme progresses</p> <p>Timeline looking at beg-mid November 2022</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.
- 3rd meeting 13 April 2022 – further details sought from Force/OPCC around repurposing outstanding bids
- 4th meeting 13th July 2022
- 5th and final meeting convened August 2022. Report and outcomes now being written up

Other

- Trauma-Informed Practice member training session to be rescheduled to date to be confirmed
- Familiarisation visit to Force HQ scheduled for Tuesday 4th October 2022 11am onwards
- Panel visit to a commissioned service – Panel secretariat to liaise on dates, (looking towards November)