Leicester
City Council

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

DATE: WEDNESDAY, 14 DECEMBER 2022
TIME: 1:00 pm
PLACE: Sparkenhoe Committee Room, County Hall, Leicester Road, Glenfield, Leicestershire

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:
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PUBLIC SESSION

AGENDA

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1. CHAIRS ANNOUNCEMENTS

2. APOLOGIES FOR ABSENCE

3. DECLARATIONS OF INTEREST

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

4. MINUTES OF THE LAST MEETING: 26TH SEPTEMBER 2022 — **Appendix A Page 1**

The minutes of the meeting held on 26th September 2022 are attached and Members will be asked to confirm they are an accurate record.

5. PROGRESS ON ACTIONS FROM PREVIOUS MEETINGS - NOT ELSEWHERE ON THE AGENDA

6. QUESTIONS FROM THE PUBLIC

None received for this meeting.

7. REVIEW OF COMMISSIONED SERVICES REPORT — **Appendix B Page 17**

Members to receive a report informing the findings of the review of the Office of Police and Crime Commissioners Commissioned services and to introduce the new draft Commissioning Strategy including details of internal processes.

Members will be asked to comment on and note the progress to date.

8. LOCAL CRIMINAL JUSTICE BOARD FOR LEICESTER, LEICESTERSHIRE AND RUTLAND — **Appendix C Page 39**

Members to receive a report informing about the creation of a Local Criminal Justice Board for Leicester, Leicestershire and Rutland.

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

9. COMMUNITY SAFETY PARTNERSHIPS FUNDING UPDATE **Appendix D Page 47**

Members to receive a report updating on the changes made by the Office of the Police and Crime Commissioner to the funding allocations made to the Community Safety Partnerships (CSP's) across Leicester, Leicestershire and Rutland.

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

10. PEOPLE ZONES REPORT **Appendix E Page 83**

Members to receive a report providing an update on the People Zones initiative.

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

11. COMPLAINTS AGAINST PCC ANNUAL REPORT **Appendix F Page 97**

Members to receive a report providing an update on complaints received relating to the Police and Crime Commissioner over the last 12 months.

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

12. PANEL CONSTITUTION AND TERMS OF REFERENCE ANNUAL REVIEW - VERBAL UPDATE

Members to receive a verbal update following review of the Constitution and Terms of Reference of the Panel by the Monitoring Officer in accordance with the duty under Part 3 paragraph 115 to do so once per year.

13. TASK GROUP REPORT S106 FUNDING REVIEW **to follow**

Members to receive the Task Group report with outcomes from the s106 funding review.

Members will be asked to endorse the recommendations.

14. WORK PROGRAMME **Appendix G Page 101**

Members to receive the panel's work programme and to consider any future items for inclusion.

15. ANY OTHER URGENT BUSINESS

Leicester
City Council

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

Held: MONDAY, 26 SEPTEMBER 2022 at 1:00 pm at City Hall

P R E S E N T :
Councillor Taylor (Chair)
Councillor Clarke
Councillor Singh Clair
Councillor Dempster (substitute)
Councillor Graham
Councillor Harper-Davies
Councillor Loydall
Councillor March
Councillor Mullaney
Councillor Oxley
Councillor Phillimore
Councillor Woodman
Parisha Chavda Independent Member
Salma Manzoor Independent Member

In Attendance:
Rupert Matthew – Police and Crime Commissioner
Rob Nixon – Acting Chief Constable

Also Present:
Lizzie Starr Acting Chief Executive Officer OPCC
Kira Hughes Acting Chief Finance Officer OPCC
Kamal Adatia City Barrister and Monitoring Officer
Anita James Senior Democratic Support Officer

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26. APOLOGIES FOR ABSENCE

The Chair welcomed those present.

Apologies for absence were received from Councillor Whelband and Councillor Cutkelvin.

It was noted that Councillor Dempster was present as a substitute for Councillor Cutkelvin.

27. DECLARATIONS OF INTEREST

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

There were no declarations of interest.

28. MINUTES OF THE LAST MEETING:

RESOLVED:

That the minutes of the meeting held on 29th July 2022 were a correct record.

The Chair advised that she had agreed to take an item under any other urgent business and that there would be a change in the running order of the agenda to deal with that matter first.

29. ANY OTHER URGENT BUSINESS

AOUB 1 Disorder across in East Leicester

The Police and Crime Commissioner (PCC) addressed the panel referring to the recent episodes of disorder across the east side of the city and paid tribute to the Acting Chief Constable (ACC) and all the police officers involved in dealing with the disorder that had occurred in the streets of Leicester recently.

The PCC advised that he had maintained daily contact with the ACC to remain apprised of the situation, and it was noted that during the disturbances several police officers were injured fortunately none of them seriously, but the force had been keeping in contact with them and providing the appropriate support.

The PCC stated there was no excuse for the scenes that had taken place, and whatever the provocation there was no reason to go out on streets and cause violence and fear for others. The PCC expressed his admiration for the police officers dealing with the situation and to those who had been working extra shifts and overtime to cover for those dealing directly with the issues in the city. It was noted that the force had been able to respond professionally and effectively to the situation.

The PCC welcomed the actions of ACC in contacting the National Police Chiefs Council (NPCC) to undertake an independent review of the policing operation to date and to explain the measures being taken to avoid further issues occurring at forthcoming festivities in the city such as Navratri and Diwali.

Rob Nixon, Acting Chief Constable (ACC) addressed the panel and thanked some of those within the room who had been involved in elements of addressing this issue and helping to bring groups to talks outside. The ACC gave an insight into the situation that occurred noting it remained a dynamic

and fast moving situation and he welcomed the several nights of calm which was an encouraging direction of travel.

In terms of what had led to the disturbances it was clear that a cricket match between rival teams was probably a flash point although not the cause and there had been simmering tension before that. It was not appropriate to try to over simplify what had happened as there were multiple layers of complexity linked with this.

As a result of the disturbances the ACC had triggered a review in terms of the policing of events and what policing would be taken forward. Alongside that it was noted that the City Mayor had instigated an independent review of the broader issues leading to the unrest. It was recognised that there was an international to local dynamic and difficulty between different communities and integration of emerging newer groups, which involved some perceptions of a lack of respect culturally, as well as a “resetting” in leadership between younger and older generations.

In relation to the actual disturbances the panel were informed that since 28th August 2022 the police had a detailed timeline of events taking place and for each of those events there was an active investigation running parallel, so far over 150 crimes were being followed up.

The dialogue opened between different groups had uncovered simmering tensions and last weekend saw a large scale gathering of males suspected of coming from a small area of the Hindu community marching towards Highfields, that caused the mobilisation of a Muslim contingent from Highfields leading to a stand-off. The following morning there was a planned police response and mutual aid that came into the city. In terms of policing everyday assurance was given that there was an increased capacity to deal with and respond robustly to incidents being reported.

The ACC asserted that the resources in place at the moment were robust and that the disorder was because of a small minority of people from two sections of the community that were heavily influenced by social media. The ACC stated that there was a lot of disinformation on social media, some of that coming from outside Leicester as well as a heavy international element playing out on social media space. The policing operations were projecting forward as it was important for Leicester to be able to continue celebrating forthcoming festive periods.

As regards the organisational impact, over 150 crimes had been recorded of varying levels of severity, there were approximately 6000 hours of body worn video footage and CCTV to review and check then identify people of interest so the investigative phase would take some time. This had to be balanced against the communities expectations to deal with everything that had occurred within hours/days however, it was more complex and would therefore take more time although the police would be prioritising those issues where the communities were most concerned, such as serious injury and attacks on places of worship.

In terms of resources over 50 officers were working full time on this and whilst this was a priority other crime was being managed in a different way. Officers were working on extended hours to maintain capabilities required and additional support was being built into the structure to ensure sustainability.

The Chair was grateful to the PCC and ACC for their open comments today and criticised the misinformation in the media and social media which was not helpful. The Chair also expressed thanks to the police officers, especially taking account of the difficult time at which this occurred, being the weekend of the Queens funeral.

The Chair invited questions from the panel which included the following points:

Panel members praised the comments of the PCC and ACC and echoed that the disorder was unexpected and spontaneous. It was commented that the police had done an exceptional job but there was a perception to still overcome that the police had not acted timely and appropriately although members were satisfied with the ACC explanations in local meetings.

It was emphasised that the disorder was not just about a cricket match, there were other issues including the emergence of new communities which the City Mayors independent review would explore.

Members were conscious and nervous about Navratri and Diwali events which brought large congregations of people together as well as visitors from outside of the city and welcomed the police steps being taken forward to minimise further issues. The ACC confirmed that in relation to forthcoming festivals, the police were putting in a designated command with increased forces to avoid any flash point during the festivals.

It was suggested that in relation to sustainability of police resources the city had a very different dynamic and different needs to many other places and that required different/additional resources.

It was noted that a silent majority across the city were appalled by what was going on and they needed to be provided assurance and security. There was a brief discussion about the effectiveness of the criminal justice system and the pressures already there reaching a breaking point. It was suggested that communities expected swift justice, but the justice system was drawn out and systematic matters need to be in place to tackle crime too and the repeated challenges such as timeliness of getting things through the justice system and performance were wrapped around that.

The PCC advised he was in the process of re-establishing the local criminal justice board and hoped that would help bring the right people together to resolve some of these issue’s.

Although members congratulated the ACC for his presence and exceptional handling throughout the situation, in terms of policing going forward there was some concern that the police were not alert to other events that might trigger a

flashpoint such as the T20 cricket matches coming up between India/Pakistan.

Members felt that although the PCC said this was a police operation it was also about political leadership and an increase in visibility and a public statement from the PCC would have been helpful during the difficulties. It was noted that the Home Secretary had also visited Leicester during this time. The PCC responded that on the day of the Home Secretary visit he was at Westminster meeting other ministers and therefore unable to see her. As regards his role that was not to do operational policing rather it was to hold the Acting Chief Constable to account and he had therefore acted in the way he thought he should, keeping in daily contact with the ACC and issuing public statements or visiting public places when he felt it was appropriate to do so and therefore the PCC and ACC were carrying out their prospective roles appropriately.

It was suggested that the disorder predominantly involved young males and there was a brief discussion about improving links across the community and looking at how all ages could be involved to address the issues and prevent vulnerable young people engaging in this anti-social behaviour.

The ACC agreed there needed to be a wider conversation including reaching out to other groups that held a sphere of influence over the younger people involved, as a result the police were exploring options to set up a core engagement group to identify themes, hold talks and deliver messages to change perceptions.

Members were keen to understand the governance and structure of partnerships in place dealing with the situation, including the role of the Local Resilience Forum and whether this type of disorder deserved greater priority in future.

The ACC provided assurance that there was a robust structure in place for support and gave an outline of the national to local level protocols followed which included an explanation of how contact had been made with Gold Commander of London Bridge operation since significant resources were committed to that and the request for mutual aid which led to a quick regalvanising of policing need in London and the significant redirection of resources to Leicester. It was noted that the willingness from NPCC and Gold Command (London Bridge) to provide support was exemplary throughout.

It was advised that following contact with the NPCC connections had also been formed between certain forces with slightly heightened level of risk to align intelligence capabilities.

At a local level, police were operating under a gold arrangement and the Deputy Chief Constable (DCC) was managing the day to day whilst ACC picked up the broader and national issues. Locally, the ACC had also activated the establishment of a Strategic Co-ordinating Group through the Local Resilience Forum following tried and tested practice.

Members referred to the previous PCC and his deputy PCC, suggesting the

deputy PCC fulfilled an important role and who was very much ingrained in communities and therefore whether the PCC would reconsider appointing a deputy PCC. The PCC replied he would certainly give it consideration, although it wasn't felt necessary when he took up office and whilst talk of the Fire and Rescue services linking to PCC role remained unclear.

Members noted there would be a review as to how police handled matters and that look at what had been done, what was now being done and how the policing operation was moving forward. Members noted that may then feature as part of a broader review however there were multiple layers, and a broader review would have to look at the breadth of that.

There followed a discussion about the need for openness and transparency of the police review and there was a clarification of the role of the PCC and collective responsibilities of the panel in that regard. The PCC thought it would be a matter of courtesy to share the review provided he was not sharing any confidences or jeopardising operational matters, although he made the point it was important to have correct lines of responsibility. The ACC indicated that if the review revealed things were not right then the police would want to learn from that however the review had been commissioned only on the police's public order response and the steps going forward to make sure they were doing the right thing not the wider complexities of the disorder.

As regards sharing outcomes of the independent review of the policing operation the Chair concluded that was at the discretion of the PCC although it was noted that if there were any fundamental issues from the review then it would be good to share that with the panel but if it remained operational then it was not for the panel to consider.

The Chair thanked the PCC and ACC for their comments and reassurance and asked that the panel be apprised of any ongoing issues or developments.

RESOLVED:

1. That an item on the Local Criminal Justice Board be added to the work programme for a future meeting.

2. That the PCC provide a report outlining details of the Local Criminal Justice Board and outcomes from its meetings.

30. THE POLICE AND CRIME PLAN - UPDATE REPORT

The Police and Crime Panel considered a report highlighting progress made by the OPCC and the police towards implementation of the Police and Crime Plan.

The Panel noted that the Police and Crime Plan was approved by the panel last year and that the update focused on the objectives aligned to the PCC's manifesto which would contribute to the aim of making Leicester, Leicestershire and Rutland safer for everyone that lived and worked there

The Panels attention was drawn to the following points:

- Investments in technology to support modern policing as this remained an important area and enhancing performance through technology was key.
- The work being done on violent crime, including the involvement of the violence reduction network (VRN), the steps being taken to pool resources and improvements to the grants process in conjunction with the VRN.
- The force continued to be a good force and the PCC was not only responsible for holding the Chief Constable but also specific functions around equalities, the forces engagement with local people, and force collaboration arrangements.
- There were plans to enhance police volunteers and Specials who were both a great asset to the force.
- Neighbourhood watch schemes would be expanded with improved support and the PCC was looking at meaningful ways they could liaise with other agencies.

The Chair thanked the PCC for the update and invited questions from the panel.

The Panel welcomed the establishment and expansion of the rural policing team. In terms of enhancing public confidence in policing it was confirmed that the PCC plan said a front enquiry desk would be in Rutland, more specifically that would be in Oakham. Other premises were being explored with a view to opening “by appointment only” facilities across the force area so people do not have to travel long distances.

Regarding CCTV although not actually the PCC’s responsibility to provide that in an area there was the safer streets initiative and if it were deemed that CCTV fits within that, then funding could be made available although it depended on the merits of each case.

The Chair welcomed the report, noting the positive progress being made on the Police and Crime Plan and asked that a further update be brought to the panel in due course.

RESOLVED:

That the contents of the report be noted and a further update shall be brought to a future meeting.

31. THE POLICE AND CRIME COMMISSIONER'S ANNUAL REPORT

The Police and Crime Panel considered the Police and Crime Commissioner’s draft Annual Report 2021/22, the final version of which would be published into the public domain on the OPCC website by end October 2022.

The Chair welcomed the report and the work highlighted by the PCC and commented that she had enjoyed reading the contents and appreciated the tribute to former Chief Constable Simon Cole too.

The Panel queried the crime statistical data (page 24) indicating all crime had increased from last year to this except for robbery. It was advised that the crime statistical data was still heavily affected by the impact of covid lockdown and overall crime had been changing considerably. Some crimes had increased over the period whilst others went down, a lot of the changes were not expected, and it would be some time before matters showed a full reflection post pandemic or any levelling out.

The Panel queried the content around sexual offences being attributed to positive campaigns despite data showing a continued increase in these offences and it was queried why those weren't seen as an outlier and the justification for that. It was clarified that when the OPCC governance board considered the data sexual offences were usually marked as exceptions however when the data was further explored some of the rise was due to changes in crime type categorisation, so the data reflected it was not just about an increase in reporting offences but there were also more offences being recorded because of categorisation changes too.

The Panel enquired about arrangements for community safety funding considering recent events and noted there were various funds and grant schemes available which were open for organisations to bid into following set criteria and panel members were urged to advise organisations to bid.

A typographical error within the table on page 24 of the draft annual report required amendment to show date bandwidth 1st April 2020 to 31st March 2021.

The Panel welcomed the information around restorative justice and suggested it would be good to also see details of the numbers of victims engaged in this process.

RESOLVED:

1. That the PCC's Annual Report 2020/21 be approved, subject to the comments made by the Panel.
2. That the comments made by the Panel (as set out above) form a report to be submitted to the PCC for his information.

32. DOMESTIC ABUSE AND RELATED ALCOHOL USE REPORT

The Police and Crime Panel considered a report providing an update on domestic abuse and analysis on alcohol related domestic abuse.

The Acting Chief Executive Officer (OPCC) introduced the report and reminded the panel of the presentation given to the December 2021 meeting which also looked at the correlation between domestic abuse offences and the use of alcohol in those offences.

The Panel were reminded of the levels of domestic abuse reports occurring during covid lockdowns which had been reviewed and exceptions to the data noted. It was noted that levels of domestic abuse reports had remained at a

higher level since March 2021 with currently a 6.5% increase for the last 12 months compared to the previous year.

The force had undertaken a review of the response to domestic abuse and were in the process of implementing several agreed recommendations which included increasing resources within the Domestic Abuse Investigation Unit, improving use of data to identify escalating risk in domestic abuse cases and repeat cases and where appropriate video calls to improve response time to victims.

Data was presented which compared figures regarding domestic abuse and the percentage of alcohol related offences. The Panel were informed that changes to crime recording processes had affected the overall numbers as for example there was now a requirement to record separately any domestic related stalking offence in addition to the primary offence.

A breakdown of the victim and offender profiles from demographic data was given, and it was noted that the victim profile was predominantly female with 73% of all victims being female whilst the majority of perpetrators against females were ex-partners as opposed to current partners. In terms of both male and female victims 75% of offenders were male and where the victim was male 35% of offenders were male and 65% female.

In terms of alcohol related domestic abuse it was noted that the crime data recorded by Leicestershire police indicated a low level of alcohol misuse as a contributory factor in 22% of cases. This was found to be below the national level, which showed between 27 and 40% of perpetrators being under the influence of alcohol. Further analysis of the data in trend charts did however show a continued upward trajectory of alcohol related domestic abuse.

Details of temporal analysis modelling the volumes of behaviour by days of the week over time were considered and it was noted that the time in which the majority of alcohol related domestic abuse incidents took place was over the weekend between 2200hrs and 0100hrs.

The Panel welcomed the report which they found to be concise and informative, and the ensuing discussion included the following comments:

The report underpinned previous concerns raised that there was principally a rise in domestic abuse offending during Covid lockdowns in 2020 and a further concern at that time was once there was a return from restrictions whether there would be seen a cause and effect linked to those lockdowns however the data showed the trajectory of this type of offending was still upward. The Panel remained concerned that the increase seen over lockdown periods had not declined and that there was a continued upward trajectory.

In terms of the data provided around the profile of perpetrators it was noted perpetrators were most likely to be ex-partners rather than current partners and it was suggested there might still be some work around causal link to be identified in that regard.

The Panel were pleased to see matters being taken forward with the force and the training around Trilogy of Risk given to officers as well as the joined working with other agencies.

The work of the Violence Reduction Network (VRN) was recognised, and it was suggested some thought be given to spreading the work of the VRN wider with other partners rather than working in silos. It was noted that the PCC sat on the Health & Wellbeing Board and could perhaps use that link to take that further with other partners.

The Panel were interested to know whether any hotspot areas could be identified through the data and what work was being done to join up with Community Safety Partnership's in terms of awareness and prevention.

The Chair was keen to ensure that there was a wider awareness that domestic abuse was not just in relationships and covered a whole range of abuse within the home and different relationships within the family.

The Chair thanked officers for the report noting it raised some further questions which the Panel were keen to explore, and it was requested that regular updates be brought to future meetings.

RESOLVED:

1. That the contents of the report be noted,

2. That an update report be provided to a future meeting to be scheduled through the work programme.

33. EFFICIENCY SAVINGS REPORT

The Police and Crime Panel considered a report providing details of the Finance Strategy which focused on the force's continuing approach to deliver value for money, secure efficiency and invest to improve performance and outcomes as well as details of the savings and efficiencies achieved to date.

The report referred to the force plans to deliver on efficiencies, its approaches and principles taken which so far had identified savings this financial year. Details about the use of reserves and balances, risk management and the governance mechanism for financial matters along with future priorities were noted as set out in the report.

The Panel enquired about the Emergency Services Network (ESN) and noted that the budget for the ESN had been ringfenced as this was a long outstanding national programme which had been delayed for many years and was expected to incur significant dual running costs when it was finally implemented.

The Panel noted that inflation was impacting on all establishment budgets and at the time of this report being requested the wider economic picture was

different to now, however the Panel were interested to understand whether the anticipated saving of 0.5% of net revenue budget referred to at the pre-cept meeting earlier this year was still achievable.

The Acting Chief Finance Officer affirmed that saving would be accommodated, and those savings reinvested into the force where needed and agreed it was even more apparent to do that in the current climate. Early conversations had begun around the next budget to identify needs and start reviewing once it was known what the full impacts would be.

The Panel commented it would have been helpful to see specific examples of efficiency savings included in the report and requested that be considered for inclusion in future reports of this nature.

The Chair thanked officers for the update and commented that a lot of organisations would be looking at the challenges of making efficiency savings.

RESOLVED:

1. That the contents of the report be noted,

2. That an update report be brought to a future meeting of the panel to include specific examples and progress against the savings target.

34. FORCE RECRUITMENT AND RETENTION REPORT - UPDATE

The Police and Crime Panel considered a report providing an update on the forces recruitment processes and the ability to retain officers.

The Police and Crime Commissioner introduced the report advising the steps he'd taken to gain further information and data from the force to better understand the processes and issues around recruitment and retention of officers and also to understand the present policy towards recruitment and to know more about recruits and promotion processes including what was being done to achieve specific targets, value for money as well as ensuring that force policy was in line with the aims of the Police and Crime Plan.

The Panel were advised there had been considerable effort between the OPCC and force to gather all the data and there was still some work to do around leavers exit information gathering.

The PCC also informed that matters were progressing in the right direction with a police force more broadly based across the various communities and more capacity for training officers in the different things they needed to know.

It was noted that the force had by volume recruited proportionately the highest number of officers of any force in the country during the national uplift programme whilst also increasing the diversity profile in each monitored protected characteristic.

During discussion of the report the Panel noted the comments around retention of officers and were concerned at the prevalence of officers (58%) leaving within the first 2 years of service. Panel members recognised the role was demanding and queried whether this data highlighted an issue of how to give support to police officers who may have gone through certain experiences.

It was also suggested that recruitment should be more robust to ensure all candidates were fully aware and prepared for what the role entailed. The Panel were interested to know more about the reasons why people were leaving especially in the first two years and sought more detail of why they transferred to other forces too i.e., promotion, better rates of pay etc.

Responding to the comments about providing support, it was stated that Leicestershire force provided support with various options available such as peer support, HR and various other staff. Overall, it was understood the support was good and this was reflected in the low levels of officers going off with stress compared to other forces.

As far as the difficulties in obtaining data from the force it was clarified that this was not because of the force being obstructive and was more about the availability of data as some had not been held previously and steps were being taken to now capture that such as keeping socio economic indicators for new recruits.

In terms of data around leavers, it was confirmed that exit interviews were carried out both in the force and at the OPCC, however those were voluntary and leavers could not be compelled to do those, so the data was still patchy. The PCC did feel that there was more that could be done to encourage people to give feedback rather than them just be sent an email questionnaire.

The Panel were concerned that the loss of experienced officers left a significant gap in terms of knowledge and skills lost. Panel members recalled a previous discussion with the former Chief Constable that suggested as many as 50% of the force were due to retire over the next 4 years and there was further concern about how that loss of experience was being compensated.

It was acknowledged that experienced officers leaving was an issue and Leicestershire were moving towards having what was termed a very young force. The Leicestershire Academy was providing impressive training and working hard to cross the skills gap.

The panel were interested in the various demographics of the Leicestershire force and whether there were figures from the covid lockdowns to present time showing how many officers had been recruited from a BAME background or who had English as a second language. There was also interest people from other backgrounds being promoted and how they were representative of the overall population across the Leicestershire force. The PCC advised that a lot of detail was collected upon recruitment but understanding all aspects of the force demographics was more difficult at this time due to availability of data. In terms of promotions, the force had undertaken a series of promotions

increasing the number of inspectors and other senior officers, whilst those figures were not immediately to hand they could be gathered for a future report on promotions.

Panel members welcomed the online force recruitment site and steps taken to engage and recruit from different communities and enquired whether recruitment exercises were now all done online and if so, how that compared to face to face recruitment campaigns and any barriers to that. The PCC advised that recruitment stands were often held at events and using role models was particularly important in engaging different sections of the community and both were often more effective than anything online.

The Chair thanked the Police and Crime Commissioner for the update and asked that a further report providing details around force demographic - BAME, ESOL recruit numbers and promotion numbers; exploring the reasons for officers leaving in the first 2 years of service and the challenges of addressing gaps in experience, together with an insight into the work of Leicestershire Academy be brought to a future meeting.

RESOLVED:

1. That the contents of the report be noted,

2. That the Police and Crime Commissioner shall submit a further report providing details including force demographic - BAME, ESOL recruit numbers and promotion numbers; exploring the reasons for officers leaving in the first 2 years of service and the challenges of addressing gaps in experience, together with an insight into the work of Leicestershire Academy to a future meeting.

35. OPCC CORPORATE GOVERNANCE BOARD UPDATE

The Police and Crime Panel considered a report which provided an update of reports recently received by the Corporate Governance Board (CGB) and an overview of the Leicestershire Police performance.

The Police and Crime Commissioner introduced the report reminding the panel that the CGB was the mechanism by which he held the Chief Constable to account.

A selection of reports submitted to the CGB were provided to the panel for information and noting.

It was noted that:

- The Remembrance Policy was provided for the purpose of understanding formally the roles of police officers at remembrance and gave clarity to officers about attending local parades and whether they were allowed to wear police uniform.
- The potential to issue tazers to Special Constables followed a nationally agreed policy which considered the issuance of CED devices to Special

Constables. The report to the CGB provided assurance about the criteria which the force would need to classify and the processes to ensure that Special Constables would receive proper training that was as rigorous as the training for employed police officers. The PCC was of the view that given that policy conditions were met, any officer who was properly trained, supervised and kept under review should have a tazer.

- A report on policing elections/electoral fraud was brought to ensure the force's knowledge about policing elections remained robust.
- The mini police initiative came from the PCC's manifesto and was run by Leicestershire Police and delivered by PCSO's to primary schools to engage young people and provide positive early interaction with the police.
- The term School Liaison Officer was clarified and could mean two things, namely a local beat officer who goes into schools as part of a patch or a specially trained officer that visits schools to divert problem children away from trouble.

Panel members welcomed the report, finding the information provided useful especially in terms of their Community Safety Partnership roles too.

The Panel referred to the inconsistency of PCSO's who were trained to use speed guns but prevented from issuing a penalty notice through local policy which seemed to be a waste of resource. The PCC agreed to explore that issue.

The Chair thanked the Police and Crime Commissioner and officers for the report and supporting documents.

RESOLVED:

That the contents of the report be noted.

36. THE PERPETRATOR INTERVENTION PROVISION - VERBAL UPDATE

The Police and Crime Panel received a verbal report from the Acting Chief Finance Officer (OPCC) advising that the Home Office had granted additional funding which meant the OPCC were successful in receiving £191,000 towards its Perpetrator Intervention Provision.

It was noted that the funding ran until 31st March 2023 and there would need to be further discussion on future funding for the provision.

The Chair noted that the city council also contributed funds towards the Perpetrator Intervention Provision, and it would therefore be helpful to see any data or outcomes as to the value of the provision.

RESOLVED:

That the Acting Chief Finance Officer shall submit a report providing data and outcomes of the Perpetrator Intervention Provision to a future meeting of the panel.

37. THE POLICE AND CRIME PANELS ANNUAL REPORT

Panel members received the Leicester, Leicestershire and Rutland Police and Crime Panel Annual Report highlighting the activities undertaken by the Panel during 2021-22 municipal year.

RESOLVED:

That the Leicester, Leicestershire and Rutland Police and Crime Panel Annual Report be approved.

38. WORK PROGRAMME

The current work programme was received and noted.

Items to be added to the Work Programme and scheduled to future meetings:

- Prevent and Hate Crime update at later date to correspond with any update on the review.
- Task group report on s106 Funding to come to December 2022 meeting.
- Local Criminal Justice System – report on issues and steps being taken to address the challenges.
- Modern Day Slavery/Human Trafficking – to gain further understanding of the issues.

39. DATES OF FUTURE MEETINGS

The date of the next meeting was noted as follows:

- Weds 14th December 2022 at County Hall

Dates of meetings for 2023 were confirmed as follows:

- Wednesday 1st February 2023 at City Hall – Pre cept meeting
- Wednesday 16th February 2023 at City Hall – Provisional date in case a veto on pre-cept is exercised at 1st Feb meeting
- Monday 6th March 2023 at County Hall – Spring meeting
- Thursday 22nd June 2023 at City Hall – AGM
- Wednesday 26th July 2023 at County Hall – Summer meeting
- Wednesday 4th October 2023 at City Hall – Autumn meeting
- Wednesday 13th December 2023 at County Hall – Winter meeting

All meetings to commence at 1pm unless otherwise notified.

The Chair thanked everyone present for their input today.

There being no further business the meeting closed at 3.20pm.

POLICE AND CRIME COMMISSIONER FOR LEICESTERSHIRE

POLICE AND CRIME PANEL

Report of	**OFFICE OF POLICE AND CRIME COMMISSIONER**
Subject	**REVIEW OF COMMISSIONED SERVICES**
Date	**14 DECEMBER 2022**
Author	**CHARLOTTE HIGHCOCK, INTERIM HEAD OF COMMISSIONING**

Purpose of Report

1. The purpose of this report is to inform the Panel of the findings from the review of the OPCC Commissioned services and to introduce the new draft Commissioning Strategy.

Recommendation

2. The Panel are recommended to
   (a) Note the contents of the report and progress to date
   (b) Comment and provide suggestions on the draft Commissioning Strategy

Background

3. During 2022, the commissioning team within the Office of the Police and Crime Commissioner for Leicester, Leicestershire and Rutland, experienced a number of staffing changes due to colleagues being promoted or taking external job opportunities, this has previously been reported to the panel. As a result, the department modified its commissioning activity and embarked upon a new and fresh look approach to commissioning.

4. Subsequently a full review of the past 3 financial years of commissioning activity, contract management, with the intention of developing a future proof plan for the commissioning function of the OPCC commenced. The principle of learning from the past to help create continuous improvement was at the core of the approach.

5. The purpose of this report, is to outline the issues identified as a result of the review and the solutions that have since been implemented.

6. The team have been relentless in their approach for transforming every policy, process and procedure as well as developing the Commissioning Strategy which will future proof activity in the coming years.

7. The aspiration articulated by the Police and Crime Commissioner has always been to create market leading commissioning activity and partnership working which will not only support the Police and Crime Plan but make a real difference to our communities in Leicester, Leicestershire and Rutland.

The Review and Findings:

8. The review took place between June and July 2022, with a focus on contracts, grant agreements, extensions and variations, and the standards for contract management and record keeping.

9. A deep dive activity was undertaken, into all commissioning records from 2019 to present day; this included a comprehensive review of the master contracts register (MCR) to gauge a better understanding of how records were kept of each contract.

10. The issues highlighted have been categorised and are outlined below to demonstrate the extent of the problems found and how systemic they were in nature.

11. Contractual Inconsistencies:

    (a) Contracts had been sent out to providers using a previous contract template; a newer template had been agreed with legal services and should have been used in its place to ensure the correct terms and conditions were used.
    (b) Many contracts did not include service specifications; therefore, it was almost impossible in some cases to decipher the purpose of the funding.
    (c) Contracts were not saved with clear titles and many contained abbreviations making them near impossible to find in the archives.

12. Contract Management:

    (a) No contract management plans were created for any of the contracts on record; therefore, the performance and tracking of any issues or risks were either not completed or not recorded.
    (b) There was limited evidence of previous contract management meetings; no KPIs or targets were mentioned in any of the limited records available to us.
    (c) Little to no contract monitoring had been done for any contracts or grant agreements. For those where monitoring had been requested, it had not been assessed by the OPCC, or in many cases, even saved in the correct file.
    (d) Grant agreements had not been monitored at all. The process had been to request a narrative report and a case study, which is not an effective way of monitoring, as nothing can be tracked for improvement. In most cases, this had not been done at all. There had been an example identified as part of this review, of a provider admitting to not spending their awarded funding from 2019. The provider brought this to the attention of the team.
    (e) Many applications and signed contracts received had not been saved in the assigned filing structure; the documents were either discovered as standalone files, or, the emails in which they were received had been saved into the folders, making it very difficult to find the documents required for this review.
    (f) For grant applications, there was no consistent scoring mechanism, as well as no audit trail, and feedback was not provided for any of the rounds previously; therefore, providers were unaware of the improvements required to be successful in the future.

13. Standards:

(a) Contracts between the OPCC and providers had been saved as standalone documents with only an OPCC signature acquired, therefore they were incomplete.
(b) In some cases, a photo of the signature page of a contract had been saved in the files in place of the full contract; it was therefore near impossible to understand what some contracts were in place for.
(c) Contracts had been sent out and purchase orders had been raised without the contract being saved into files or added to the contract register; therefore, there was no corporate memory of a contract and its status.
(d) No standardised award/ rejection/ contract termination letters were used by the OPCC therefore, there was no consistency in the communication process between the OPCC and the providers.
(e) No consistent due diligence processes were used to ensure providers had the appropriate policies and financial history to be awarded a contract. No copies of the providers documentation were kept in the records for any of the contracts held by the OPCC.

14. Data and Record Keeping:

(a) The master contracts register (MCR) should have been a central record of all agreements held by the OPCC for any externally delivered services. On review, the MCR was rife with errors and incomplete information that therefore meant it was not fit for purpose.
(b) Missing data such as contract references and project codes made it difficult for the team to refer between the register and the file structure to locate specific contracts.
(c) Contract dates, including extensions were also missing from the MCR and therefore, it was near impossible to know the status of each individual contract. Some contracts were expired but this was not clear from the MCR and therefore created more time-consuming work to find the correct information.
(d) No key contacts were listed for any of the contracts and some of the email addresses saved were either generic or expired (I.e., the contact no longer worked for the organisation and had not been updated).
(e) Some contracts that were renewed on an annual basis, such as agreements with the local authorities, were saved under the same project reference code annually and therefore it was difficult to differentiate and provide data for each individual year.
(f) There were contract management sections on the MCR for completion, however the majority of these were left blank and were not user friendly.
(g) On individual contracts, the agreement dates were missing on several that were identified from just the previous financial year alone. The overall standard of contract completion was poor, with notes in square brackets still contained within the versions sent to providers for signature.
(h) Contract names were not consistent, between what was in the contract, the contract register and the folder structure. This meant searches during this review took much longer than anticipated.

15. It is important to note that the issues highlighted above were systemic and appear to have manifested over a number of years. Evidence of previous poor practice put the department at risk of challenge and unable to withstand potential scrutiny.

16. The findings were concerning and it was clear that the commissioning practices and approach needed to be modernised as a matter of priority.

Outcomes

17. It is important to note that throughout the review, the team maintained oversight of the main operational priorities whilst developing a commissioning infrastructure which would withstand scrutiny and create a sustainable approach for all matters allied to commissioning and contract management.

18. Once the above issues were identified and understood, the team were able to move forward with creating solutions and produce a new way of working, to futureproof the commissioning team and be market leading in the approach. These improvements have been outlined below:

    (a) Processes for each type of contract or agreement were agreed this further developed a cycle of actions into a process that could be easily followed for each service. These processes are outlined in the appended strategy and include step by step breakdowns, together with persons of responsibility at each step to provide accountability and an auditable trail of actions.
    (b) A comprehensive overhaul and redesign of the master contracts register. The team have now made full use of Microsoft 365 and developed a register that can be accessed at all times by all team members to work on collaboratively. The register is a central repository of information which now has separate pages for each type of funding stream, ranging from core funding to the commissioner's safety fund, external funding such as the MOJ and partnership agreements, such as those with the local authority. This has become the central location for all agreements and contracts, with high level details immediately available
    (c) A new and improved folder structure was created to ensure a record of each contract or grant agreement; these folders are filed according to the contract reference number and standardised contract title, enabling all staff to be able to find the correct contract with ease.
    (d) Standard documentation and templates were created that could be used by all members of the team. This included a template status sheet that is a working document to be kept up to date throughout the stages of planning through to contract award, for transparency and flexibility between members of the team.
    (e) An improved Commissioners Safety Fund Grant Application form, with revised questions that provide greater flexibility and are not just reliant on experience, rather, skillsets and outcomes was developed.
    (f) Feedback letters have also been templated, as bidders, particularly for the grants process were not receiving feedback on the applications made and therefore would make similar mistakes recurrently.
    (g) Consultation with service providers and bidders at a variety of funding events, has resulted in the team planning workshops for bid writing and tender writing to support providers in better utilising learning from previous experiences and feedback.

(h) New Commissioning Strategy has been developed, which outlines the priorities of the Police and Crime Plan, provides clarity and direction for commissioning activity as well as the much-needed commissioning Principles that will underpin all commissioning work. The Strategy includes the different considerations such as value for money, partnership working, social value, needs-led work and being victim centric, as well as openness and transparency and the monitoring of contractual agreements. This strategy in a draft form has been attached as Appendix 1.

19. The above measures will ensure fairness and transparency across all commissioned services and grants that are awarded by the OPCC, and will enable the team to have a much clearer oversight of the services that are commissioned.

20. It will enable the team to continuously work through projects and maintain resilience more effectively.

21. The new approach adopted by the OPCC will be to help and support bidders in a more innovative way so that the best information can be developed to then enhance the chances of success. Ultimately providing the best outcomes of the residents of Leicester, Leicestershire and Rutland.

Conclusion

22. The issues raised in this report are based upon a comprehensive review of all the processes, policies and services aligned to the commissioned services and posed a significant organisational risk to the Office of Police and Crime Commissioner.

23. The organisational risks and mitigations have been reported to the Joint Audit Risk Assurance Panel. The Force have also remained updated on the findings of the review.

24. The commissioning team prioritised the transformational activities alongside the ongoing operational commissioning requirements to ensure operational delivery was maintained during the change programme. The performance of the commissioning team will be subject to internal performance management to ensure high quality services.

25. The development of the solutions outlined, combined with the strategy alongside this report, will be the basis of futureproofing the commissioning team, to provide a market leading commissioning approach and to be held accountable and auditable. The Police and Crime Commissioner has fully supported this process and will continue to do so in order to meet the objectives of the Police and Crime Plan.

Implications

Finance: The commissioning budget is a significant proportion of the OPCC budget

Legal: The report outlines limited monitoring in line with contracted services
Equality: None
Risks and Impact: The issues outlined in the paper highlight the organisational risks faced by the OPCC prior to the review
Links to the Police and Crime Plan: The commissioning function is key to the delivery of the Police and Crime Plan

List of Attachments / Appendices

Appendix 1 – Draft Commissioning Strategy

Persons to Contact

Charlotte Highcock, charlotte.highcock1@leics.police.uk , Interim Head of Commissioning and Strategy

Introduction

The Police and Crime Plan for Leicester, Leicestershire and Rutland, outlines the priorities of the Police and Crime Commissioner; the current plan is designed to last 2021-2024, with short- and medium-term priorities for the city and two counties, covered by Leicestershire Police. The Police and Crime Plan underpins the work of the Office of the Police and Crime Commissioner (the OPCC), including the commissioning activities; the priorities are as follows:

- Increase in the policing of rural areas and build on a strategy for business crime and rural crime.
- Working to drive down knife crime and other forms of violent crime.
- Produce a quality service to tackle acts of domestic abuse, including protection orders, victim services and perpetrator programmes designed to change behaviour.
- Night time economy strategy to increase safety of people and premises.
- To ensure a positive response across the criminal justice system to victims and support them in the trauma they face.
- Working with the Force to develop a Safer Communities Strategy to place staff and officers more in the communities.
- Working with the Force to refresh the estates strategy.
- Working to revitalise the spirit of volunteering and unleash the power of communities through more neighbourhood watches, community speed watch as well as working more coherently and productively with other community groups to tackle quality of life issues.
- To invest in the work of the Violence Reduction Network.

Many factors have influenced the future direction of crime prevention and commissioning of services to support Leicester, Leicestershire and Rutland (LLR). The priorities which have been set have been guided by public opinion, our partners and evidence of threats facing the city and two counties in terms of crime. Currently the following have been identified as the areas that will be prioritised when it comes to allocating resources:

- Visible Policing
- Urban Policing
- Rural Policing
- High Tech Policing
- Local Neighbourhood Policing
- Community Policing
- Protecting Business
- Curbing Violent Crime
- Supporting Victims of Crime

This strategy aims to set out how the Office of the Police and Crime Commissioner for Leicester, Leicestershire and Rutland will commission services to support the aims of the Police and Crime Plan, the avenues of funding available and how this will be resourced.

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Commissioning Resources

The OPCC uses three core approaches to commission services across LLR; these include commissioning services with core funding, providing grant opportunities, either through the OPCC or supporting local bids for central government grant opportunities, such as those from the Ministry of Justice, and co-commissioning opportunities with other LLR based partners.

For commissioned services, we hold a central register of all contracted services for Victim services and other areas of support such as Substance Misuse and Out of Court Disposal services. The services we commission include our Victim First services, working with the Force as the first line of support following a crime taking place, providers to support those with substance misuse and addictions, as well as victim services for domestic abuse and sexual violence crimes with an additional service for perpetrators. We also commission services for our Violence Reduction Network. This typically focuses on projects and services which seek to prevent and reduce violence affecting children, young people and communities.

Contracts of this nature are typically commissioned for medium- and long-term bases, using the principles outlined further in this strategy. Some services may only be commissioned for the short term, especially if they may be a piloted service or subject to external funding parameters. The process for commissioned services is detailed further in this strategy.

The grants process run by the OPCC is for the Commissioner's Safety Fund, with several rounds of funding available throughout a financial year. These rounds target projects that are community led to aid the reduction of crime and increase the amount of support in communities. Each potential project can be a value of up to £10,000 for a 12-month period. Details of the process are set out further in this strategy.

Co-commissioning is a significant part of commissioning team's workload; for example, we co-commission the Domestic Abuse and Sexual Violence services across LLR with the local authorities and take part in contract management project boards to monitor progress and contract performance accordingly. We are continually looking for new opportunities to collaborate with our commissioning partners across LLR to maximise provision for service users and ensure value for money across the region.

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Commissioning Principles

When commissioning services, running grant processes or co-commissioning with partners, the fundamental principles that underpin our work are:

Evidence Based Commissioning

We are committed to taking an evidence-based approach in all our commissioning activity so that our commissioned services meet the needs of the individuals, families and/or communities for which they are intended. This involves being clear about the intended outcomes from the outset and using data and insights to thoroughly understand needs as well as gaps in current provision. Drawing on the best available research, we also seek to ensure service design is consistent with the evidence-base or where there is a gap in evidence, ensure we have a robust Theory of Change to support evaluation. Consistent with the commissioning cycle we continue to deploy this approach through monitoring and evaluating outcomes within our contract management processes. Co-production is a key enabler in our approach and we will seek to co-produce with service-users and partners in understanding need and designing and evaluating services.

Victim centred

We recognise the importance of providing tailored and high-quality services to support victims to recover from the often-far-reaching impact of crime. It is also vital that we ensure the experiences and needs of victims influence the design and delivery of services for perpetrators. Victims are therefore always at the heart of our commissioning activity including in relation to service design and the evaluation of the responsiveness and effectiveness of services.

Openness and Transparency

For all commissioning activity, whether this be a tender process or grant opportunity, we will be open and transparent throughout the process. Wherever possible, we will also pursue value for money and seek to attract the widest circle of providers for all opportunities. We will:

- Use open fair and transparent processes in line with the most up to date Procurement regulations
- Provide workshops and engagement opportunities as applicable
- Follow a grants process that is fair and open to as many interested organisations as possible; we will provide a series of workshops and opportunities to ask questions regarding the bidding process as well as ensuring the process contains ways of bidding that increases accessibility regardless of previous experience.
- Produce outcomes for each contractual arrangement pursuant to tendering or bidding activity, that is proportionate to the value and needs of any agreement. The monitoring of any outcomes will be regular and in line with any conditions attached to the funding.

Value for Money

All commissioned OPCC services are evaluated to ensure they are the most economically advantageous, coupled with the quality of providers at the time of bidding; this is done so through the following methods:

- Open and fair tendering processes that are aligned to current Procurement laws and regulations; ensure a transparent and competitive process is followed.

- Clear definitions of processes and assessments which will be followed for all commissioning activity.
- Wherever possible, engage in co-commissioning activity and partnership working arrangements.
- Annual review of tendering documentation and processes to ensure continuous and dynamic improvement.

Sustainability and Social Value

Where proportionate, we will consider social value and additional value to contracts as part of tendering activity. As per the Social Value Act 2012, our focus will be to find social, economic and environmental improvements that can be made by a provider in order to benefit local communities. A question related to the social value ability of a provider will be routinely asked where proportionate, of contracts over a value of £50,000. We will ensure that the social value outcomes should be of no additional monetary cost to the contract held by the OPCC.

Wherever possible, longer contract terms will be advertised to encourage competition and value for money; this will allow for contracts to be maintained and sustainable for longer terms, ensuring a continuity of service for service users. We are committed to monitoring and evaluating outcomes for all contracts to understand the effectiveness of services, and those worthy of ongoing investment.

Partnerships

We will actively seek to engage with local partners in all relevant commissioning activity. We work with a wide-range of partners including the Police and other criminal justice agencies, Local Authorities, Health, the Voluntary and Community Sectors. We are also committed to actively participating in partnership boards and sub-groups in relation to our co-commissioning activity.

This partnership approach is often the best way to commission services so that they are as comprehensive and responsive as possible.

When working in partnership we will:

- Adopt a whole system approach, working across geographical, organisational and political boundaries to meet the needs of our service users and communities
- Agree which partner should lead the co-commissioning activity based on factors such as level of investment and expertise. We will offer to take the lead where a service is directly linked to a priority within the Police and Crime Plan.
- Identify shared outcomes and build a partnership which maximises achievement of these including securing resource from different sources.
- Draw on the expertise of others particularly when commissioning specialist services. This may include proactively engaging with potential providers whilst maintaining a fair and transparent process for all.
- Work with partners to jointly monitor, improve and support co-commissioned services through a joint contract management process.
- Develop a partnerships plan that allows for opportunities to be identified for future co-commissioning work. This will assist in reducing potential duplication in services thereby increasing value for money.

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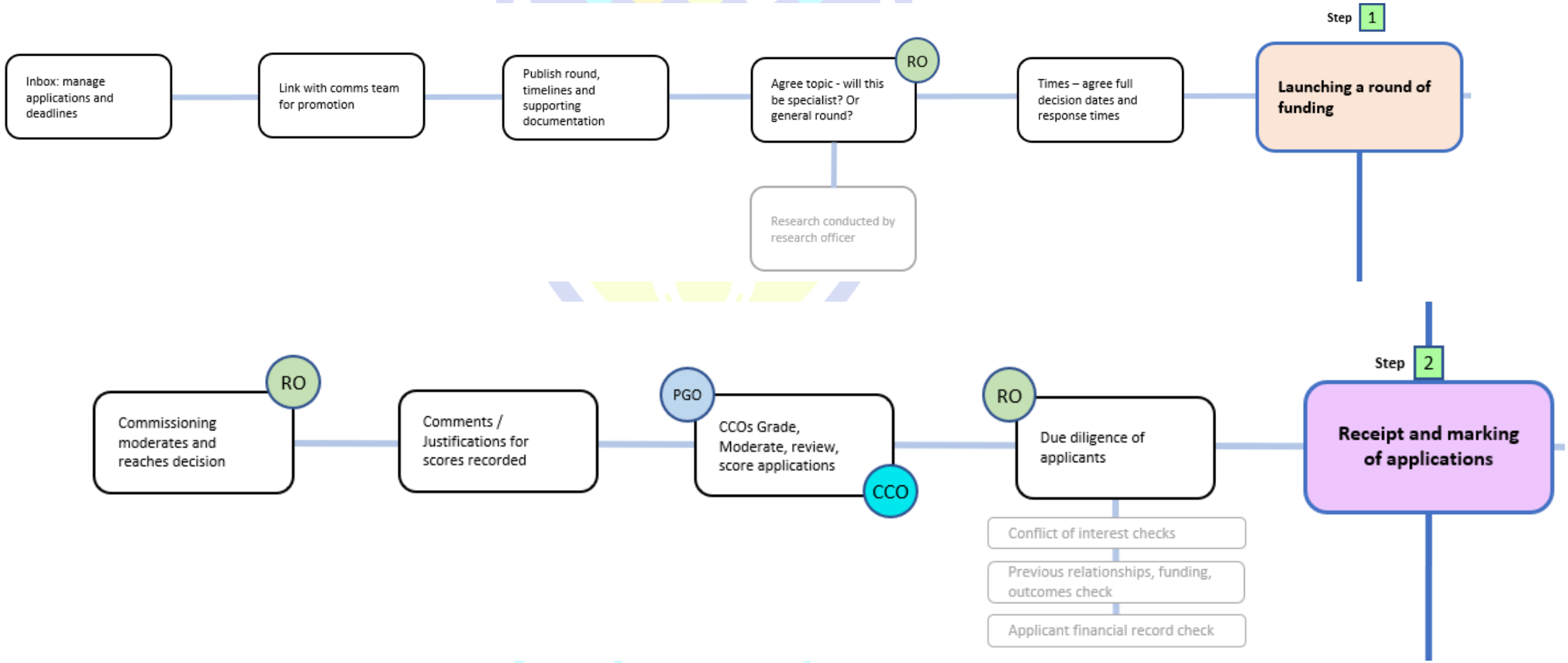
Grants Process – Commissioners Safety Fund



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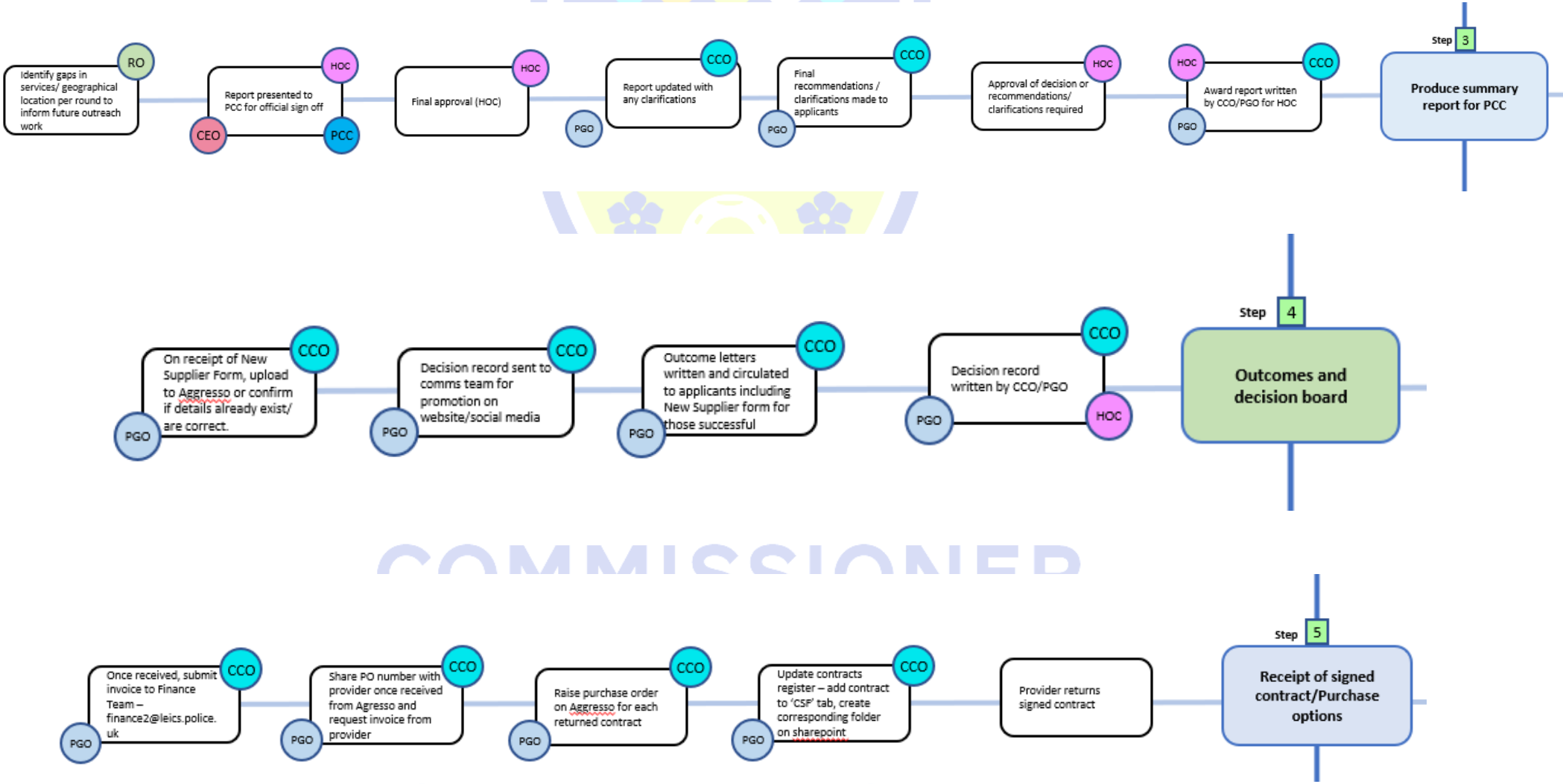

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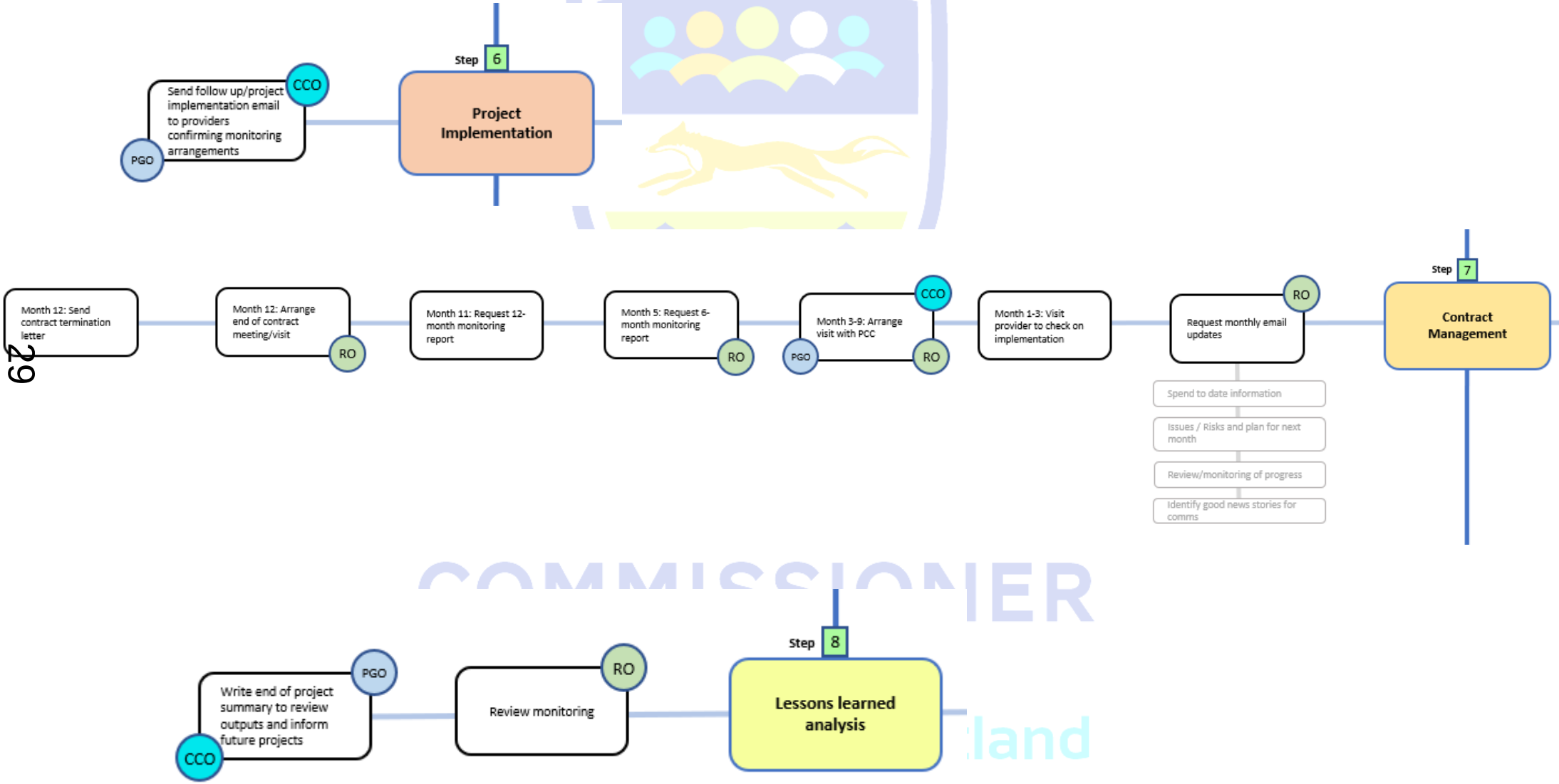
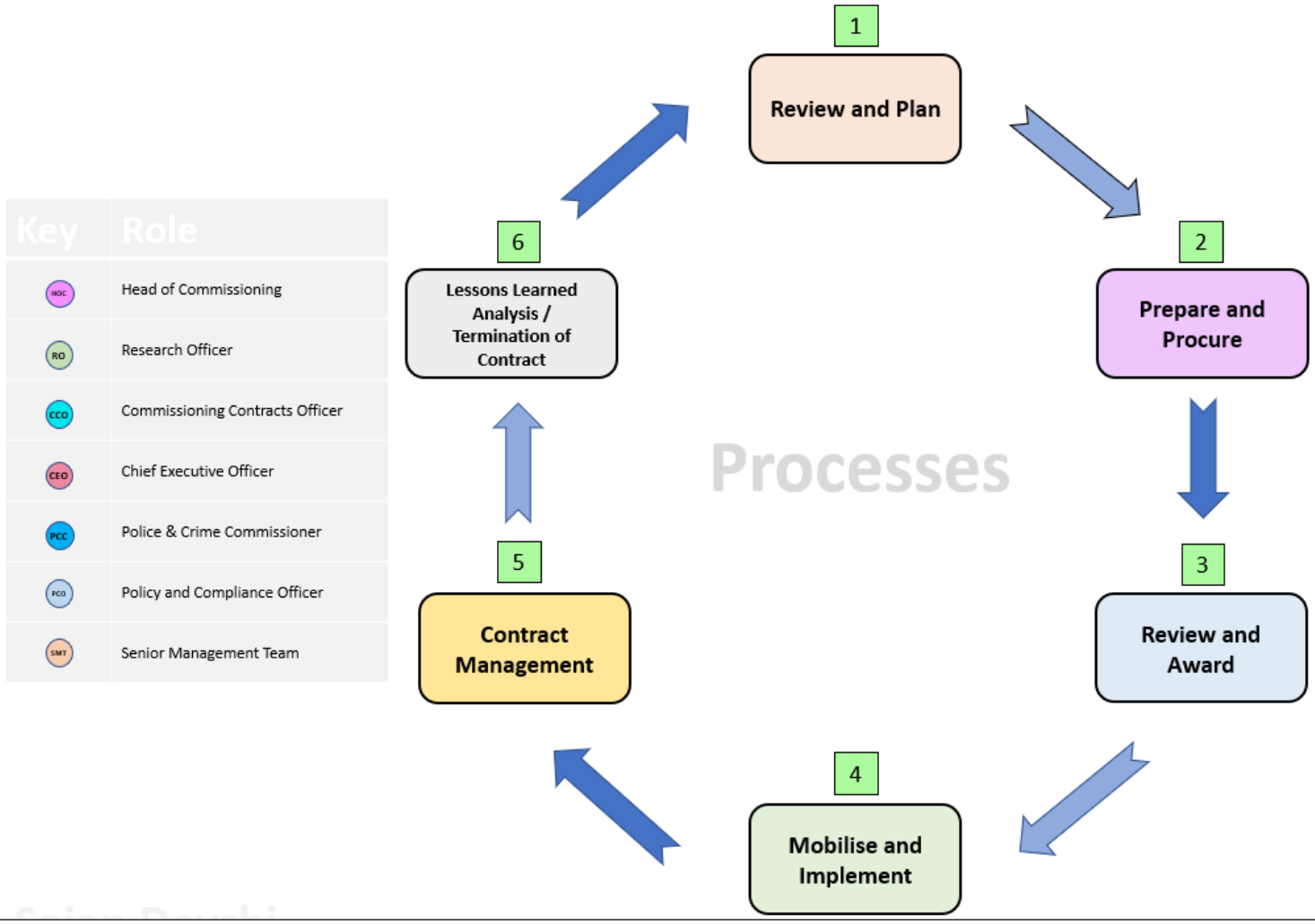

Step 6
Project Implementation
Send follow up/project implementation email to providers confirming monitoring arrangements
CCO
PGO
Month 12: Send contract termination letter
Month 12: Arrange end of contract meeting/visit
RO
Month 11: Request 12-month monitoring report
Month 5: Request 6-month monitoring report
RO
Month 3-9: Arrange visit with PCC
CCO
PGO
RO
Month 1-3: Visit provider to check on implementation
Request monthly email updates
RO
Step 7
Contract Management
Spend to date information
Issues / Risks and plan for next month
Review/monitoring of progress
Identify good news stories for comms
Step 8
Lessons learned analysis
Review monitoring
RO
Write end of project summary to review outputs and inform future projects
PGO
CCO

Commissioning Cycle

Commissioning Cycle Process



Key	Role
HOC	Head of Commissioning
RO	Research Officer
CCO	Commissioning Contracts Officer
CEO	Chief Executive Officer
PCC	Police & Crime Commissioner
PCO	Policy and Compliance Officer
SMT	Senior Management Team

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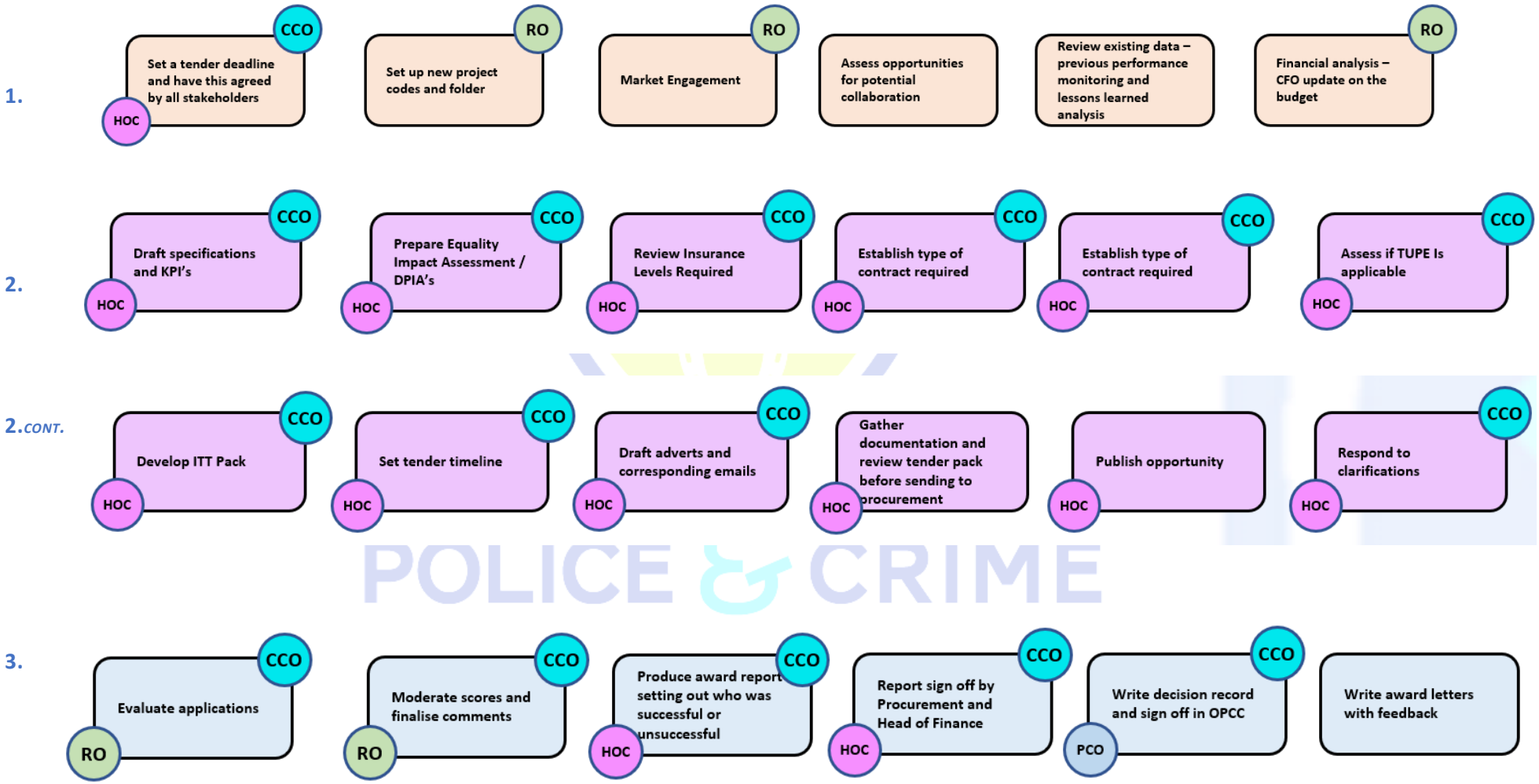

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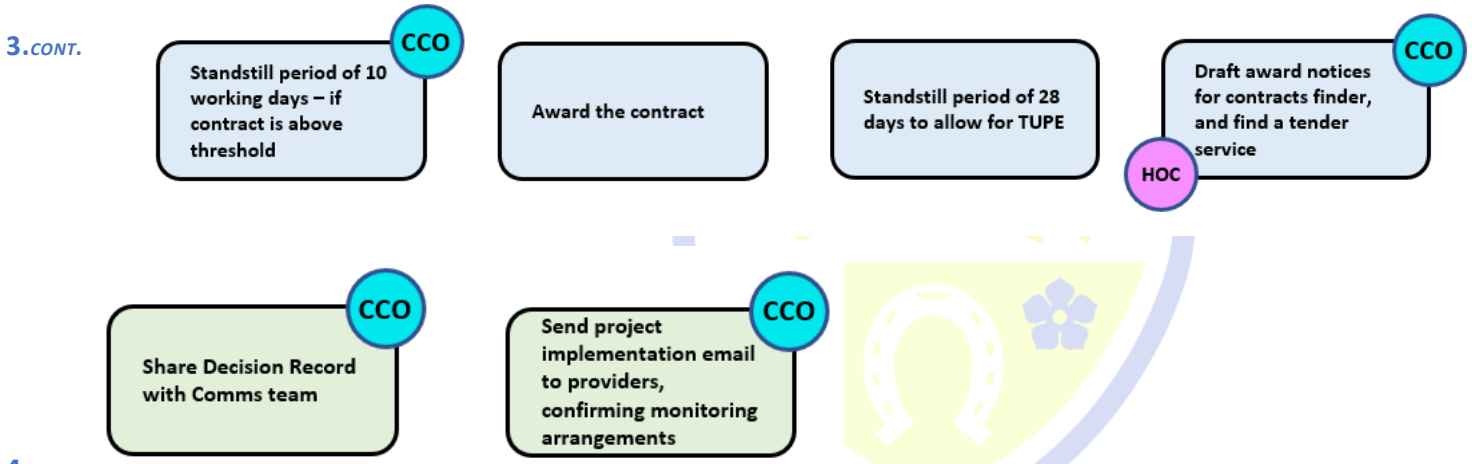
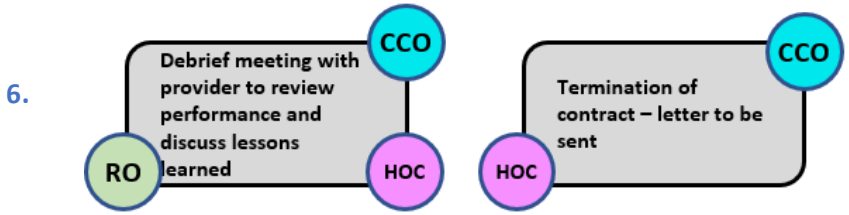
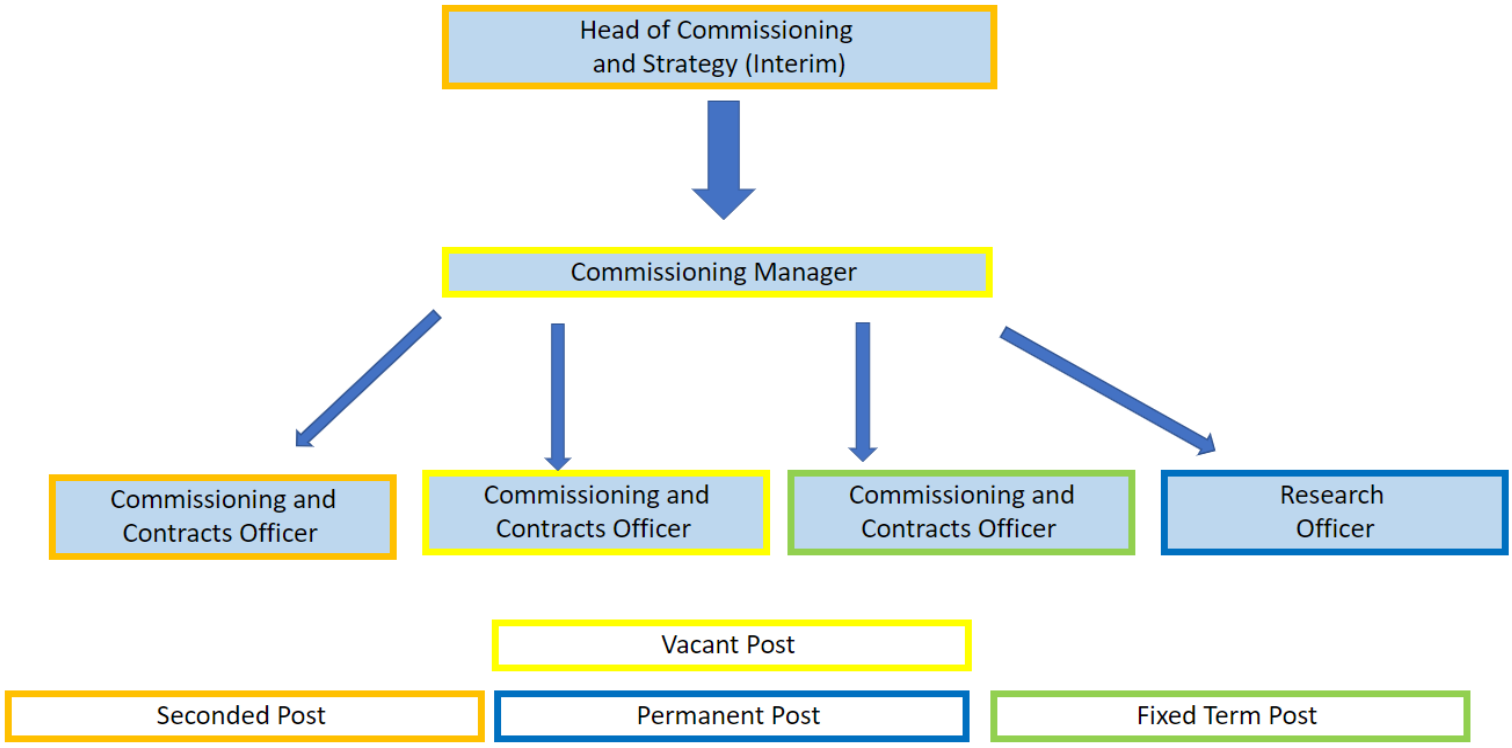

3.CONT.
Standstill period of 10 working days – if contract is above threshold
CCO
Award the contract
Standstill period of 28 days to allow for TUPE
Draft award notices for contracts finder, and find a tender service
CCO
HOC
4.
Share Decision Record with Comms team
CCO
Send project implementation email to providers, confirming monitoring arrangements
CCO

5.
Request monthly update emails
CCO
Facilitate quarterly monitoring meetings
CCO
Request quarterly performance reports
CCO
Facilitate quarterly contracts management visits to providers
CCO
HOC
RO
Facilitate annual PCC visit – provide a briefing note
CCO
HOC
PCC


6.
Debrief meeting with provider to review performance and discuss lessons learned
CCO
RO
HOC
Termination of contract – letter to be sent
CCO
HOC

Commissioning Team



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Appendix – Police and Crime Priorities 2022-2023

To be reviewed and updated – April 2023

Commissioning Framework

As outlined in the Corporate Governance Framework, the Police and Crime Commissioner has set out the strategic direction for policing through the Police and Crime Plan. The PCC is responsible for understanding and promoting the priorities of the plan and the dynamic relationship between the police and local service users and providers. Commissioning is deciding how to use the total resource available in order to improve outcomes in the most efficient, effective and sustainable way. The PCC, from time to time and in line with the Police and Crime Plan, will publish annually a Commissioning Framework to set out the intended contractual spend for that financial year, ensuring that there is always an active Commissioning Framework in place. The Commissioning Framework also sets out the intended commissioning projects that are to be undertaken that will themselves further adjust future spend and activity and in doing so acts in part as a "market position statement" to help in preparing the market for future procurements. It is the nature of commissioning that some of the detailed spending plans will emerge throughout the period of the Commissioning Framework (for example a grants programme will award grants throughout or at specific points of any given year). Where an organisation is identified to receive amounts not specified in the Commissioning Framework then in the interests of transparency this will be taken and published as a separate decision of the PCC. The active and past commissioning frameworks will be published on the OPCC website, appended to this strategy.

Overleaf are the main priorities that have been identified for financial year 2022-2023, complete with spend data.

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Victims of Crime

Strategic Aim – To alleviate the suffering, both practical and emotional, of victims of crime.

Being a victim of crime can be a devastating experience both emotionally and practically. Both the OPCC and Force have a role to play in alleviating the suffering of victims of crime.

Among the measures that the PCC would like to see implemented within an agreed timescale are:

- A written strategy for the services that we commission to provide practical help and advice to victims of crime as they navigate the criminal justice system;
- A written strategy for the services that we commission, to provide practical advice to victims of crime on how to avoid becoming a victim again – e.g. home security advice to victims of burglary, on-line security advice to victims of cybercrime etc.
- A written strategy for the services that we commission, to provide practical help to vulnerable victims of crime – e.g. free or subsidised window locks to victims of burglary who are retired, qualify for free school meals or are otherwise identifiably vulnerable.
- Regular monitoring of communication between police and victims of crime [anecdotally this appears to be a real weakness for Leicestershire Police] as the case progresses through the criminal justice system to its conclusion [whatever that is];
- Regular monitoring of satisfaction of all victims of crime with the service they receive from the Police;
- Regular monitoring of outcomes through the justice system – to include percentage of cases dropped by police, time taken to trial, number of late cancellations of trial, outcome of trials, quality of files submitted by Leicestershire Police to Crown Prosecution Service;
- Regular co-operation [presumably through the Local Criminal Justice Board] with other players in the Criminal Justice System to improve outcomes for victims of crime.

Violence Against Women and Girls

Strategic Aim – To reduce violent crime against women and girls both in public spaces and in domestic settings.

Violence against women and girls is despicable and must be driven down at every opportunity.

By the end of the year, the PCC would like to see:

- A coherent strategy for our commissioning of services for female victims of violent crime;
- A coherent strategy for our commissioning of crime prevention activities to drive down violence against females;
- A coherent strategy from the Force on how they intend to drive down violence against women and girls;
- A schedule to monitor both activity and outcomes in this campaign.

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Upcoming Commissioning Activity for 2022 – 2023

Contract Number	Contract Name	Contract Due	Contract Value
CORE018	CARA	01/04/2023	£56,000
CORE028	Women's Out of Court Disposal Services	01/04/2023	£32,050
CORE025	Out of Court Disposal Education Services	01/04/2023	£20,767
CORE026	PAVE	01/04/2023	£105,000
CORE004	Victim First Services	31/12/2023	£2,800,000
CORE005	Target Hardening	31/12/2023	£572,798
CORE027	Substance Misuse Services	01/04/2023	tbc

Upcoming Violence Reduction Network Commissioning 2022-2023

Contract Number	Contract Name	Contract Period	Contract Value
VRN003	Violence Intervention Project	01/11/2022-31/03/2024	£701,000
VRN001 and VRN002	Specialist Providers	08/08/2022 – 31/03/2024	£83,500 £83,500
VRN005	Impact Evaluation of the VRN	01/11/2022 – 31/03/2023	£25,000
VRN004	Understanding Community Perceptions Project	01/11/2022 – 30/04/2023	£75,650
VRN006	Trauma Informed Workforce Development	01/05/2022 – 30/06/2023	£149,683

Commissioners Safety Fund 2022 – 2023

Round Number	Round Theme	Round Deadline for Applications	Value	Total Round Spend
1	Specialist – Violence Against Women and Girls	10th January 2022	£10,000 per contract	£70,111.47
2	General	28th March 2022	£10,000 per contract	£104,780.00

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3	Specialist – Children and Young People	30th May 2022	£10,000 per contract	£49,049.00
4	General	25th July 2022	£10,000 per contract	£65,474.00
5	Specialist – Collaboration with the Violence Reduction Network for Diversion from ASB and Crime	24th October 2022	£20,000 per contract	£204,030.33 (OPCC £100,000) (VRN £104,030.33)
6	Specialist – Support for Victims and Witnesses of Domestic Abuse and Sexual Violence affected by the delays and strikes in the Criminal Justice System.	9th December 2022	£10,000 per contract	TBC - £111,000.00 available to spend

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POLICE AND CRIME COMMISSIONER FOR LEICESTERSHIRE

POLICE AND CRIME PANEL

Report of	**OFFICE OF POLICE AND CRIME COMMISSIONER**
Subject	**LOCAL CRIMINAL JUSTICE BOARD**
Date	**14 DECEMBER 2022**
Author	**NUPUR CHAMUND, OFFICE OF THE POLICE AND CRIME COMMISSIONER**

Purpose of Report

1. The purpose of this report is to inform the Panel of the creation of a Local Criminal Justice Board for Leicester, Leicestershire and Rutland.

Recommendation

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

Background

3. The Police and Crime Commissioner (PCC) is the chair of the East Midlands Criminal Justice Board (EMCJB) which is a group of senior criminal justice leaders from across the region. The key focus of the EMCJB is to work with partners/stakeholders from across the East Midlands to co-ordinate the delivery of an effective and efficient criminal justice system for all.

4. The EMCJB carries a number of duties including the response to the Police Reform and Social Responsibility Act 2011 duty for the PCC and criminal justice agencies to work together to provide an effective and efficient criminal justice system for East Midlands Force area.

5. Whilst regional issues have been the focus of the EMCJB, the PCC is aware that there have been a number of local matters that have impacted the various criminal justice agencies and organisations within LLR.

6. As a result, the PCC has made the decision to establish the Local Criminal Justice Board (LCJB) in order to improve public trust, confidence and satisfaction with the criminal justice system for the people of LLR.

7. The decision to create a local focus on criminal justice matters reflects the decisions made by other Police and Crime Commissioners within the region. There is common agreement across the region to review the role and status of the EMCJB in the future.

Local Criminal Justice Board (LCJB)

8. The first meeting of the LCJB took place on Thursday 3 November with core members being invited from the criminal justice system including Leicestershire Police, HMCTS, CPS, Witness Care, Youth Offending Service and the Judiciary, representing their area of business and providing updates to the group. The membership of the LCJB were sufficiently senior enough to make strategic decisions which will enable improvements in service delivery across the criminal justice system.

9. The LCJB will be outcomes focussed and distinct because most of its work is in relation to problem solving and sharing best practice. This differs from the Community Safety Partnership whose focus is on the preventing crime and supporting operational policing.

10. The purpose of the board to work collectively to identify local matters and resolve them. At the same time, endeavouring to remove barriers for witnesses and victims, as well as reducing crime and re-offending. The LCJB will be a forum to deliver an effective criminal justice system by sharing best practice whilst also robustly holding members to account.

11. The board will seek to assess performance data from the various agencies and consider performance issues which have been escalated by board members to the LCJB. The board will consider emerging matters, which may affect the criminal justice system e.g. the barrister strikes.

12. Performance data will be analysed by the OPCC performance analyst, who will review the various dashboards including the criminal justice scorecard and compare the performance in LLR to that of the national average and neighbouring force areas.

13. The Commissioner has been appointed as the chair, with ACC Adam Streets nominated as the Deputy Chair for an initial term of 2 years. The administration of the LCJB will be undertaken by the PCC's office.

14. The membership has reviewed and agreed the ToR **(Appendix 1)** in the first meeting with the agreement that meetings will take place bi-monthly with the scope to change this to quarterly. The next meeting is due to be held on 11 January 2023.

15. The core membership is made up of chief officers from across the various criminal justice services, however the Commissioner will seek to extend invitations to other guests to enable them to inform the agenda.

Implications

Finance:	None
Legal:	There is no legal requirement to have a Local Criminal Justice Board.
Equality:	None
Risks and Impact:	None

List of Attachments / Appendices

Appendix 1 – Terms of Reference for the LCJB

Persons to Contact

Nupur Chamund, Reviews & Complaints Officer- Nupur.Chamund@leics.police.uk

POLICE & CRIME COMMISSIONER
for Leicester, Leicestershire & Rutland
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TERMS OF REFERENCE

LEICESTERSHIRE LOCAL CRIMINAL JUSTICE BOARD (LCJB)

Aims of LCJB

To improve safety, trust, confidence and satisfaction in the Criminal Justice System across communities in Leicestershire by

- Focussing on listening, supporting and making victims and witnesses a priority in the system
- Focussing on efficiency and effectiveness and value for money
- Reducing offending and reoffending
- Supporting the Police and Crime Plan

Frequency of meeting: Board meetings will be held bi- monthly, subject to a review after 4 completed meetings. Meetings are to be held by Teams

Chair: PCC

Deputy-Chair: to be elected by Board members at first meeting for a renewable two-year term. The Deputy Chair will deputise for the Chair in his/her absence

Secretariat: OPCC

Membership

Membership will comprise of local Chief officers from the following agencies. The Board may, at its discretion, invite further representative members to attend meetings and consult on issues considered by the Board.

Objectives

- To improve public trust, confidence and satisfaction
- To co-ordinate partners to aid and protect the public and communities we serve
- To encourage members/partners to punish and re-habilitate offenders and ensure reparation for victims
- To ensure that the system is just and fair, open and transparent

- Provide focus and priority on strategic reports/issues related to victim and witnesses as required.
- To ensure that the CJS in Leicestershire is efficient and effective
- To identify and resolve systemic performance issues
- To achieve cross-agency and end-to-end improvements
- To support partner agencies that are going through organisational and working practice change
- To champion “Right First Time” principles
- Providing a strategic steer for inter-agency working in Leicestershire
- Robustly holding one another to account in relation to performance and to resolve issues as highlighted by Board Members and Sub-Group Chairs.
- To ensure criminal justice objectives relating to national, regional and local programmes of work are delivered on time and to specification
- To inform the commissioning of local services
- To collectively manage and mitigate risks and issues Input to meeting
- Review, audit and inspection reports related to the CJS
- Review issues and risk escalated from members and organisations

Governance

- Board meetings will be held bi-monthly and subject to review at 6 months times
- Board meetings to last a maximum of two hours.
- Urgent business will be conducted outside of standard times.
- Agenda items should be decision focussed and aimed at driving business forward.
- Agenda items should be linked to the Board Aims.
- Board members should attend Board meetings wherever possible. In the event of absence, a suitably briefed deputy may attend.

- The OPCC Support will request agenda items prior to Board meetings.
- Agenda items should be submitted by Board members no later than 10 working days before the Board meeting.
- The agenda and accompanying papers will be sent to Board members no later than five working days before the Board meeting.
- Wherever possible, decision papers will include recommendations for the Board to consider.
- Board notes and actions will be sent to Board members within 10 working days of the Board meeting. An action plan and risk register will be maintained and updated at each meeting.
- Board notes will not be too cumbersome but will include the main points of any discussion and record any decision
- Once a course of action is agreed, Board members will ensure the necessary information is conveyed to their agencies.
-

Output from meetings

- Minutes of meeting
- Delivery and action plan updates
- Record of new actions and decisions
- Risk register updates

Linked Meetings

- East Midland Regional Criminal Justice Board
- Regional Victims and Witness Delivery Group
- BCM - Crown Court Improvement Delivery Group
- TSJ - Magistrates Improvement Delivery Group
- Regional Reducing Reoffending Board

POLICE AND CRIME COMMISSIONER FOR LEICESTERSHIRE

POLICE AND CRIME PANEL

Report of	**OFFICE OF POLICE AND CRIME COMMISSIONER**
Subject	**COMMUNITY SAFETY PARTNERSHIP FUNDING**
Date	**WEDNESDAY 14 DECEMBER 2022 – 1:00PM**
Author	**SAJAN DEVSHI, PERFORMANCE & ASSURANCE OFFICER, OFFICE OF THE POLICE AND CRIME COMMISSIONER**

Purpose of Report

1. The purpose of this report is to update the panel on the changes made by the Office of the Police and Crime Commissioner to the funding allocations made to the Community Safety Partnerships (CSPs) across LLR.

Recommendation

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

Background

3. The Office of the Police and Crime Commissioner has for a number of years funded CSPs across LLR, primarily through two contracts, the Partnership Locality Fund ('PLF') and the Youth Diversion Fund ('YDF'). There is no statutory requirement for this funding, however it has been continually provided by the Police and Crime Commissioner to support partners in tackling crime across LLR.

4. The total funding amount across the 9 LLR areas is £639,675 and granted over the financial year, from April to March. The rationale for division of funding is currently based on unknown parameters and dates back to when the first Police and Crime Commissioner was in term.

5. With the current system, there have been numerous underspends which have not been reported in a timely manner and a significant lack of monitoring information being provided. This has resulted in an inability to scrutinise expenditure, utilise any excess funding in a more practical and valuable way and has caused difficulty when tracking and shaping projects aligning to the Police and Crime Plan priorities.

6. As a result, an updated, defensible and transparent framework is being proposed to re-evaluate the funding distribution across the CSPs. It encompasses changes in crime data, crime types and population changes and promises a system that ensures value for money by being needs based.

Consultation with CSPs

7. There are currently 8 CSPs across LLR as Blaby, with Hinckley and Bosworth operating as a joint partnership.

8. Consultations with partners began in May 2022 and each CSP was invited to review the current system and provide ideas on improvement.

9. Feedback was collated on what worked well in each respective CSP area and their suggestions on the new framework and how the funding allocation could be calculated.

10. There was a resistance to a commissioning-based model from all partners due to a lack of time and resource to put in competing bids. Partners asked for their funding allocations be known in advance to allow for planning and acknowledged that having a better system which allows for funding to be reallocated could benefit areas most in need.

11. The Crime Harm Index was suggested as a possible parameter for calculating need across CSP areas. A data-led approach was believed to be the fairest and most defensible.

New Funding Allocation Proposal

12. The new system proposes to amalgamate the two contracts into a single pot of money for each area based on a new formula. It will seek to follow a grants-based approach where partners will be asked to complete an application outlining how their defined allocations will be spent and how this activity links to the Police and Crime Plan. Funding will only be provided for approved projects based on how much funding is required. (Appendix 1)

13. The provisional funding allocation for each area has been based completely on a data-based model and has been shared openly with partners for complete transparency. The formula (Appendix 2) for determining the allocations is made up of; the Crime Harm Index (Appendix 3) for each area (65% weighting), crime per 1000 people (20% weighting) and population size (15% weighting).

14. At the end of the financial year, any underspends identified from individual CSP allocations will be collated as efficiency savings to form a central pot. Partners will then be invited to submit a further application for additional funding following a review process. It is yet to be determined whether this additional pot of funding will have a specified criteria or theme.

15. Each CSP will be asked to complete a Quarterly Monitoring Return which will outline how the project is being delivered against the initial application and its proposed success measures. This shifts the onus onto CSPs to ensure their returns are submitted in a timely manner to avoid affecting their allocation for the following year.

16. This will aim to increase accountability for how public money is being spent in an effort to increase transparency and trust. The proposal will allow savings to be made through partners only being able to put in requests for funding based on needs. This will ensure that value for public money, increased confidence and transparency remain at the centre of the fair and coherent process in place for CSP funding allocations.

17. A further update will be completed and reported to the panel at a future date.

Implications

Finance:	The total amount given across the CSPs has remained the same however now opens up the potential to make savings each year which can be redirected to support areas of need.
Legal:	There is no legal requirement to provide funding for the Community Safety Partnerships
Equality Impact Assessment:	This new framework was assessed to ensure no adverse impact on any of the nine protected characteristics and assessed as positively impacting them when linked to criminality.
Risks and Impact:	The Panel provides additional independent assurance to the Commissioner that Leicestershire Police are operating within the standards expected.

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List of Attachments / Appendices

Appendix 1 – Draft Community Safety Framework Document
Appendix 2 – Funding Formula
Appendix 3 – Crime Harm Index Research Paper

Persons to Contact

Sajan Devshi – Performance and Assurance Officer, OPCC
Sajan.devshi@leics.police.uk

POLICE & CRIME COMMISSIONER for Leicestershire

Community Safety Partnership Funding

2023-2025+

Appendix D

Draft 25th October 2022

Performance and Assurance Officer

Sajan Devshi

POLICE & CRIME COMMISSIONER for Leicestershire

This is what we have been giving CSP's currently.

Safer Leicester Partnership	**PLF Funding:** £239,000 **PLF Youth Diversion:** £72,150 **Other Funding Given:** £341,796
Charnwood Community Safety Partnership	**PLF Funding:** £75'500 **PLF Youth Diversion:** £15,956.25
Blaby, Hinckley & Bosworth	**Blaby PLF:** £33,000 **Blaby YDF:** £9,573.75 **Hinckley & Bosworth PLF:** £40,000 **Hinckley & Bosworth YDF:** £9,573.75
Safer North West Leicestershire Partnership	**PLF Funding:** £35'500 **Youth Diversion:** £9,573.75
Harborough District Community Safety Partnership	**PLF Funding:** £26'500 **PLF Youth Diversion:** £9,573.75
Oadby & Wigston Community Safety Partnership	**PLF Funding:** £22'000 **PLF Youth Diversion:** £6,382.50
Safer Melton Partnership	**PLF Funding:** £17,500 **PLF Youth Diversion:** £3,191.25
Safer Rutland Partnership	**PLF Funding:** £11,000 **PLF Youth Diversion:** £3,700 **Other Funding:** £10,485

Total funding across all areas amounts to approximately £639,675

(PLF = £500,000k / YDF = £139,675k)

*PLF = Partnership Locality Fund
*YDF = Youth Diversion Fund

Performance and Assurance Officer Sajan Devshi

What it now looks like: Allocations Will Be One Pot For Simplicity

Safer Leicester Partnership	**SLP Partnership Fund:** £271,818.47	
	-£39,331.53	
Charnwood Community Safety Partnership	**Charnwood Partnership Fund:** £89,530.24	
	-£1,926.01	
		+£10,092.01
Blaby, Hinckley & Bosworth	**Blaby Partnership Fund:** £52,665.76	
	H + B Fund Partnership : £51,217.55	
		+£1,643.80
Safer North West Leicestershire Partnership	**NWL Partnership Fund:** £53,776.10	
		+£8,702.35
Harborough District Community Safety Partnership	**Harborough Funding:** £37,479.75	
		+£1,406
Oadby & Wigston Community Safety Partnership	**O + W Funding**: £32,554.58	
		+£4,172.08
Safer Melton Partnership	**SMP Funding:** £31,335.75	
		+£10,644.50
Safer Rutland Partnership	**SRP Funding:** £19,296.80	
		+£4,596.80

Total funding across all area's remains £639,675

Funding is weighted between 3 key parameters (see *"CSP Funding Formula 2023 Onwards"* document):

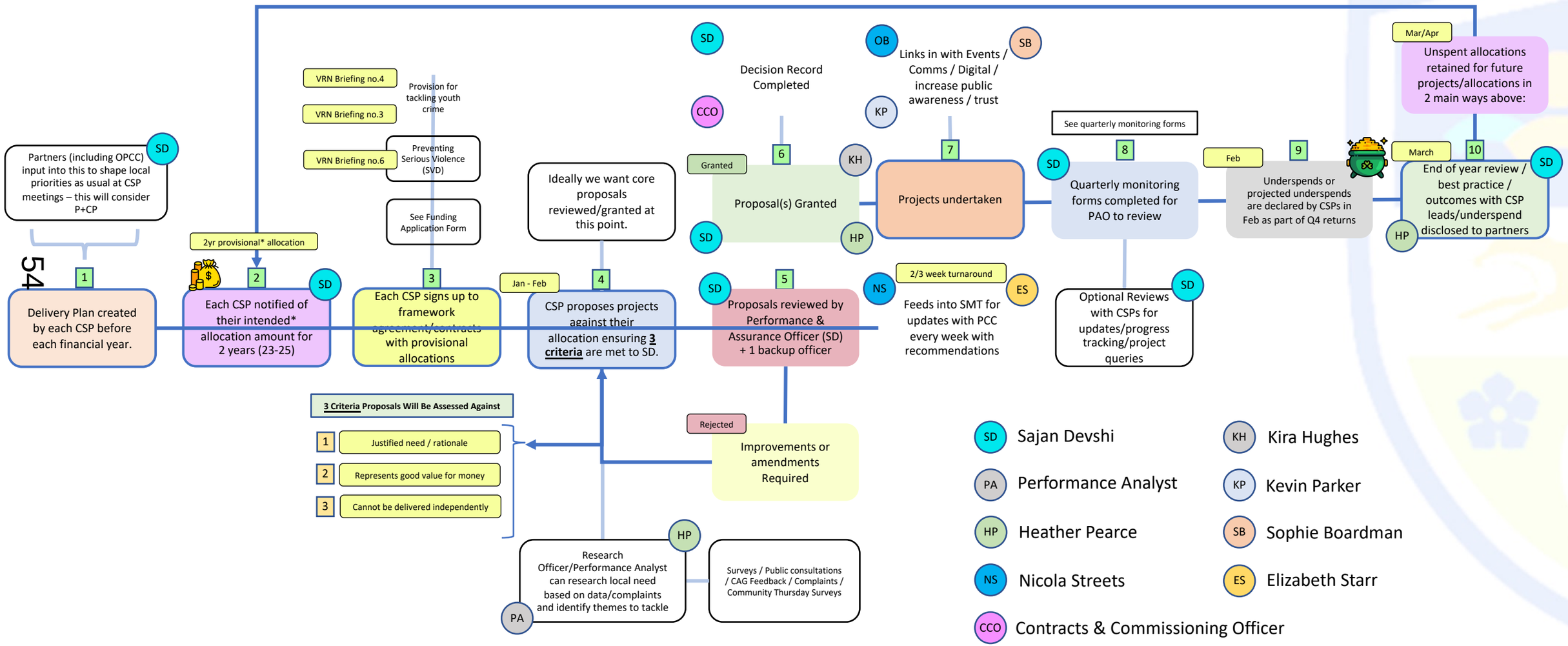
1. Crime Harm Index (65% - Cumulative sum over period of 3 years)
2. Crime Per 1000 people (20%)
3. Population size (15%)

Performance and Assurance Officer Sajan Devshi

CSP Funding Framework

Capturing Underspends/Efficiency Savings

1. Any amounts not proposed for/used up at the end of the year is collated for redistribution as efficiency savings.
2. CSPs will declare their actual costings in February and any underspends against amounts granted will reduce year 2 allocations relatively. Savings from year 2 allocations are also collated.



Performance and Assurance Officer
Sajan Devshi

Step 1: Delivery Plan Created Collaboratively

1

- Partners continue to set priorities collectively and put together a delivery plan that outlines the key priorities they wish to focus on.
- This will focus on local needs as well as take into account the Police and Crime Plan.
- This has not fundamentally changed.

Step 2: Provisional Allocation Notification

2

- Each CSP area will be notified of their provisional allocation over a 2-year period.
- This will outline what has been ringfenced for them that they can propose against.
- Amounts may change based on performance or underspends in following years.

Step 3: Framework Contracts Drawn / Signed / Returned

3

- Framework with agreement drawn up outlining provisional allocations that can be proposed against. Sent out to partners for signing and returning to agree to.

Step 4 - Proposals Made By Each CSP Area

4

- Proposals are made by partners and must meet **3 criteria** which are:

1. **Outline a rationale or justification for the project**
2. **Represent good value for public money (i.e. based on what is being proposed, for the amount and the success measures identified)**
3. **Cannot be delivered alternatively through other means without this funding.**

Step 5 – Proposals Reviewed and Sent to SMT

5

- Proposals are sent to Performance & Assurance Officer to review. These are reviewed with recommendations made and sent to OPCC SMT which occurs every week and gives them an overview of proposed work across the LLR landscape so they are kept informed.
- Any objections/requests for changes/request for more information can be made at this point by SMT if they feel necessary. If no objections or changes are requested within 2 weeks, proposals are granted or declined based on recommendations.
- This ensures no delays for partners and allows them to remain agile with fast turn-around times to begin projects as delays between proposing and granting were raised as a concern – this overcomes this issue and keeps SMT/PCC aware of what work is being delivered at all times with option to veto.

Step 6 – Proposals Granted or Declined

6

- Proposals are granted or declined
- Funding is released to partners

Step 7 – Project is undertaken / promoted

7

- Projects are undertaken by partners.
- Projects identified for PR/Media/Comms/Events promotion are flagged for Sophie Boardman (Events Officer), Oliver Bryan (Comms), Kevin Parker (Digital Media), Sallie Blair (Better Times) to liaise with partners and promote accordingly on behalf of PCC/OPCC

Step 8 – Quarterly monitoring forms tracked

8

- Quarterly Monitoring Forms are returned to SD outlining progress against the proposals that were made/success measures identified.

Step 9 – Underspends declared by January

9

- Underspends against proposals are declared by February as part of Q4 returns.
- This would include any funds not used up against proposals for any reason.
- This underspend can be carried over to the next year by partners but the year 2 allocation is reduced by the underspend amount and collated as part of efficiency savings.

Step 10 – End of year review/best practice meeting

10

- End of year review of practice / best practice meeting with CSP leads to discuss successful projects
- Partners are made aware of the years underspend total and the extra amount they will be able to propose against. This will be a separate pot usually that may or may not have pre-defined themes to propose projects against.

Performance and Assurance Officer Sajan Devshi

Guidance and FAQ

[1] Overview of the Community Safety Partnership Grants

The Office of the Police and Crime Commissioner ('OPCC') looks to work with Community Safety Partnerships (CSPs) to help deliver against the strategic aims identified in the Police and Crime Plan ('PCP') which is provided by the Police and Crime Commissioner ('PCC'). To support the work of the CSPs, the PCC makes available funding so work can be carried out that helps tackle local crime as well as help deliver against the strategic aims of the PCP.

[2] How this new process differs from the current process?

We are looking to strengthen our assurance processes so we have greater accountability in the work we do for the people we serve. We also want to unify our work across the VRN and local level by influencing our partners where possible on the delivery of projects while also ensuring we are delivering work that is in line with the PCP. To do this, partners will now be given provisional allocations and they are to make proposals outlining the work they will deliver against their allocation, similar to a grants process. This differs from the current process where funding is provided upfront, work is carried out and then reviewed by the OPCC once undertaken. We are proposing to give provisional allocations for 2 years, with the second year allocation subject to satisfactory delivery, performance and expenditure on year 1 projects. Your allocation is ringfenced and your funds are released against granted proposals for projects.

[3] How are proposals made? Are these bids?

Proposals are made by completing the Proposal Form (PF1) which helps the OPCC understand in a broad sense the work that is to be completed. Proposals are not competitive bids and we do not expect work that would amount to a competitive bidding process in proposals. Proposals need to explain in simple terms what is being proposed, why it is being proposed, the cost and breakdown and this needs to occur in consultation with partners within the respective CSP area. This is all to ensure a collaborative process takes place with statutory and relevant partners. You do not have to use your entire allocation in one proposal and we are encouraging partners to make their requests at various points in the year based on need and when you are ready to deliver your projects. Therefore, at the point of making the proposal, it is expected that the work is to begin shortly and quarterly monitoring forms will be completed to demonstrate the projects progress. This ensures funding is used on a 'need' basis.

[4] What happens if I do not use my entire allocation by the end of the year?

Unspent allocations will be collated and made available to CSPs in some form the following year. As this is a new process, we are looking to evaluate it's success but the view is that all monies that are unspent from your allocation will be made available exclusively to CSPs. This may be either through topping up 2nd year provisional allocations or making a separate pot for partners to make additional proposals against. The mechanism for redistribution is yet to be decided or what the themes will be for any underspends. This may be determined by analysis work we conduct or the PCC based on their PCP. CSPs will be notified of the underspend pot usually in the end of year best practice meeting where we can give updates on work that was undertaken, what has worked well and general updates to learn and improve. During this meeting, total underspends will also be disclosed.

[5] What is the benefit of this process change?

This change in process will allow a number of benefits including allowing the OPCC to work better with partners and understand the local projects that are occurring as well as their need. This will also allow the OPCC to approve work that fits into the Police and Crime Plan, the public health approach of the VRN, while also encouraging partners to provide projects that are agreed more collaboratively by statutory partners. This will also give the opportunity for partners to propose projects that align priorities with other strategic boards (LSCSB for example, although this will be dependent on attendance by those partners). We are also hoping this process allows for efficiency savings that provide greater value to residents of LLR and open up the potential for these savings to be redistributed to CSP areas of need. When significant underspends are captured at the end of the year, this can allow CSPs to propose for ambitious projects or work that would normally not be possible within the scope of their funding. By also working closely with our Events Officer, Comms Officer, Digital Media Officer and your own Communication Teams, we also hope to improve transparency with residents of LLR so they are able to see how public money is being spent to help increase trust and confidence in Policing within Leicester, Leicestershire and Rutland and the positive work done by Community Safety Partnerships across LLR.

[6] Are the Quarterly Monitoring forms still being used?

Yes, they will continue to be used as they are currently and the monitoring forms should match up with the proposals that were made. The quarter 4 tab is considered the most important as this should have a complete breakdown of all projects delivered in the year, the actual costings and outcomes. There may be slight amendments to some of the columns to avoid duplication across the Proposal Form but the quarterly monitoring forms will continue to be used and will help with providing performance and assurance data for projects undertaken. Any updated forms will be provided once the new framework is rolled out.

[7] **You will need to consider how you address the Serious Violence Duty ('SVD')**
With the new SVD coming into effect, the work you propose would benefit from taking this into account and it is up to your respective area to decide how this duty will be met. You will have seen the criteria for the SVD below:

The serious violence duty ('SVD') guidance outlines the 3 success measures as follows:

- A reduction in hospital admissions for assaults with a knife or sharp objects and especially among those victims aged 25 and under.
- A reduction in knife-enabled serious violence and especially among those victims aged 25 and under;
- A reduction in all homicides and especially those that are **non-domestic(?TBC)** and among those victims aged under 25 involving knives.

Work proposed to meet this SVD must be contributing in some way towards these success measures either through short-term, medium or long-term impact. Please refer to the **'Preventing Serious Violence VRN Briefing no.6'** guidance notes for more information on the type of work that is effective. The VRN may be approached for guidance and advice on also on appropriate projects to aid in meeting this duty.

[8] Tackling Youth Crime
The Youth Diversion contract has been merged with the core PLF funding for simplicity. Therefore, work to tackle youth crime will still need to be addressed. While some work targeting youth crime and prevention may have an overlap with the SVD duty, funding for this looks at all crime types that you feel may be relevant to your area e.g. ASB / Road Safety / Tackling drugs etc. The age range to be especially targeted is **25 years and under** and we would place an emphasis on early intervention and prevention work as well as diversionary activities for those considered at risk of offending. Please see **VRN Briefing no.3** and **VRN Briefing no.4** for guidance on the type of work we are looking to promote. For guidance on effective projects, the VRN may be able to help with advice, guidance and consultation.

[9] Discouragement of "officer time" or staffing costs
While we want to be flexible to identified needs, we are encouraging partners to move away from using funding exclusively for officer time unless there are duties performed that would expected to be in addition to their role. For cases where partners feel this is important for the existence of roles (I.e., they are already completely funded) and there is an identified local need, you can still make requests which will be reviewed on a case by case basis however any funding that is used for staffing costs must be clearly identified in proposals and quarterly monitoring. We are discouraging funding from being used exclusively for officer time for work that would be reasonably expected to be carried out as part of normal duties. The aim of the funding is to provide additional support to carry out work or projects that help tackles local crime issues as well as priorities identified in the PCP, not to assist in the plugging of funding gaps in council budgets. Also, given the nature that funding levels can change, it is discouraged from funding posts exclusively with this funding as it can place peoples roles at risk and this is something we want to avoid. This is not to say such proposals will not be considered if you feel you can demonstrate considerable value but we would like to begin discouraging entire budgets from being used this way.

[10] **What is the turn around time for Proposals? How long will they take to be reviewed/granted?**
We are aiming to have a fast turn around time of approximately 2-3 weeks to review proposals and grant them. This will be done primarily by the dedicated OPCC staff member which is Sajan Devshi, Performance and Assurance Officer. Proposals will be reviewed against 4 criteria and passed to the OPCCs SMT for review. If no objections are raised, proposals will be granted. There may be other OPCC staff involved in the process who will be identified as backups should annual leave conflict, sickness or other issues.

[11] **Where/How do we send our proposal forms?**
A dedicated mailbox has been created/assigned to collate all proposal forms and monitoring documents. We ask the subject heading is designated in a clear format so it is clear to see all proposals and who they are from. The format requested in the subject heading is '**CSP PROPOSAL - CSP AREA - PROPOSAL NUMBER - FINANCIAL YEAR PERIOD'**.

An example would be '**CSP PROPOSAL - SAFER LEICESTER PARTNERSHIP PROPOSAL 1 - 2023/24**' or '**CSP PROPOSAL - SNWL PROPOSAL 1 - 2023/24**". Please number additional proposals sequentially so it makes it easy to compare multiple proposals that are made throughout the relevant financial year e.g. a second proposal for further funds by SNWL would be '**CSP PROPOSAL - SNWL PROPOSAL 2 - 2023/24'.** In the next financial year, the proposal numbers would reset e.g. '***CSP Proposal - SNWL Proposal 1 - 2024/25'***

The mailbox to send CSP proposals and monitoring documents to is: CSPmonitoring@leics.police.uk
Please also CC myself, Sajan Devshi (Performance and Assurance Officer) into all proposals and monitoring documents too – my email is: Sajan.Devshi@leics.police.uk

[12] **What will the grant amounts be for our area? Has this changed?**
The grant amounts have been determined and you will have had a meeting with Sajan Devshi, Performance and Assurance Officer outlining how these amounts have been reached. To create a fair and transparent system, we have used 3 key parameters each weighted out of 100%. The 3 parameters are the **Crime Harm Index**, **Crime per 1000 people** and **population size**. The weighting may be subject to review and change at various intervals dependent on changes in the landscape both externally (crime data, population) or internally (change in PCC, priorities, and Police and Crime Plan). Changes in allocation have been illustrated on slide 3.

Performance and Assurance Officer Sajan Devshi

[13] What if there is an underspend against our proposed allocations and we do not use all of the money that has been granted?

We request that all underspends or projected underspends against proposals are declared before the end of the financial year and by January (2 months before the financial year ends). You will be able to roll these over but this can impact your following years provisional allocation and help make efficiency savings. For example, you have an allocation of £100k, you've proposed and been granted all of this but by January time, declare your actual costs are estimated to be £75k against proposals. This would reduce your next years allocation by £25k and mean in year 2, you receive £75k instead of £100k. The saving of £25k will be collated as part of efficiency savings for redistribution. This will help ensure value for money and create the opportunity for savings to be redistributed for further projects across Leicester, Leicestershire and Rutland. If you are due to have an underspend, please let the designated officer know of this underspend by January before the next monitoring period begins. This will be a contractual obligation to ensure accurate amounts are disclosed and a fair allocation takes place the following year. Your expenditure across projects by the end of the year should therefore closely match your Quarter 4 Monitoring forms and underspend declarations.

[14] Guidance on completing new Quarterly Monitoring Forms

The quarterly monitoring forms have been adapted further and made simpler as some of the information will now be captured in proposals. An example template is included in this pack and will be sent to yourselves. Quarterly monitoring forms will need to be completed within 1 month of a quarter ending except Quarter 4 which should be completed before the end of March with approximate figures as close to the final amounts/progress as possible. Other Quarterly monitoring forms must be returned no later than the end of the following month after the monitoring period has ended. E.g. Quarter 1 (April – June) is returned no later than the end of July. Quarter 2 (July-Sept) is returned no later than the end of October, Quarter 3 (Oct-Dec) is returned no later than the end of January – however Quarter 4 needs to be **returned by End of February**, 1 month before the Quarterly monitoring period is to end with close approximate updates on the project, expenditure. This should only mean estimates are made for the final month and you should have a good idea on costings for this last month.

[15] How will the work be promoted with PR/Comms/Media?

The OPCC will look to link in our Events Officer, Comms Officer and Digital Media Officer for relevant proposed projects so funded projects can be promoted. This will involve working with partners to organise/coordinate and require their respective comms/media teams to also assist in the promotion. As discussed in the consultations, it is vital members of the public are aware of how their money is spent if they are to increase trust and confidence in the work delivered using public funds. Such work will look to promote the work of all involved partners in projects, the PCC and OPCC.

[16] What if a proposal is declined?

The general view is we wish to support CSPs in the work they propose and unless there are concerns that it does adequately meet the 3 criteria or is not in the spirit of what the funding is intended for, we will generally look to support proposals. There may be better ways of doing the work which doesn't incur the same costs by leveraging partners or existing channels or work could be done that looks to tackle root causes for behaviour rather than symptoms. We want to encourage creative ways to tackle priorities identified in the Police and Crime Plan as well as address the local issues that can help bring about long lasting change or assist in effective enforcement. Generally we will not be looking to decline projects provided the proposal forms are clear in what is being proposed so we know exactly what the money is funding.

[17] Requests for a 'Response fund' for small expenditure/emerging issues fund and agile responding

You can request a 'small' amount against your allocation for a 'Response fund' that aims to help you respond to emerging issues that may incur a small cost but would be unreasonable to complete a proposal form. The amount you request can be decided by you but we ask this is reasonable in comparison to what your total allocation is. The expenditure will need to be completed within your monitoring forms if granted detailing a breakdown of where the funding has been spent.

[18] What if a project/work is proposed close to the end of the financial year?

If you propose a project close to the end of the year that will overrun into the following year, funding is likely to be scaled and funded from the current years allocation and a separate proposal form will need to be submitted for the remaining project balance from the following years allocation. You're monitoring form should therefore only cover the current financial year period and a new quarterly monitoring form is required if it continues from the next years allocation. Here's an example just to illustrate this point:

> "It is the 2023/24 period and you have £50k left to claim in your allocation however it is February 2024 and it expires in one months time. You propose a 12 month project in February 2024 for the remaining amount of £50,000. If granted, you will likely be granted a scaled amount for the last remaining month (approx. £4166) with the rest of the required funds coming from the following years allocation (2024/25) with a separate proposal form. Your quarterly monitoring form for the year that is about to end (2023/24) should therefore just outline what's occurred during quarter 4 with the £4166 that has been granted. A new proposal form should be completed for the remaining balance for the project to continue which will be drawn from the 2024/25 funding. This continued project will need to be included in the 2024/25 quarterly monitoring once granted."

This will ensure value for public money and help make efficiency savings based on need. Savings are then rolled over into the following year and can be redistributed. This mechanism is seen as crucial in ensuring partners are able to draw the money they need but also, we offer the opportunity for all areas to access underspends that may be greater than their entire years budget for more ambitious work. I would encourage partners not to think of underspends as money you've missed out on but a way to support our partner districts because their success in tackling crime feeds into our collective success across Leicester, Leicestershire and Rutland. It may also be that an underspend you declare results in you being granted more funding for a more ambitious project from the end of year savings you may propose against. For example, you have a £5,000 underspend however the final underspend pot is £50'000. You may propose a project for £15'000 against this pot that is subsequently granted and results in you benefiting from an additional £10'000 more than you would have received or had allocated. An honest and transparent declaration of underspends ensures this is achievable.

Performance and Assurance Officer Sajan Devshi

[19] What if we do not return the quarterly monitoring forms or declare underspends on time?

Non-receipt of quarterly monitoring forms or underspend declarations can affect the following years allocation. This is an issue we will be looking to address with the implementation of this new framework as quarterly monitoring forms disclosing the previous years expenditure, as well as underspends has been difficult for the OPCC to gather in a timely fashion. I have no doubt there are a number of reasons for this but transparency in spending is absolutely crucial for this framework to work for the benefit of all as we need to understand what the funding is actually being spent on so we can adequately assess value and the following years allocation accurately. The following years funding will not be released until we've had your quarterly monitoring forms which includes all 4 quarters as well as any underspend declarations (or projected underspends) by February (assuming there is any underspends). The 4th quarter monitoring form can be completed earlier with projected figures in early February before the end of the financial year as normally they would be completed after the quarter (after March). These would be expected to be reasonably accurate on what funding has actually been spent on over the previous 12 months against granted proposals as you are only projecting for a 1 month period (March). If there are delays in returning your quarterly forms, in particular Q4 which should have a complete breakdown, then this can reduce your funding amount which may be scaled for the missed months. It therefore becomes in your interest to ensure these are completed and returned in a timely fashion.

[20] What if a project is not performing as well as anticipated?

The quarterly monitoring forms as well as formal and informal meetings with the designated OPCC staff member, and attendance of CSP meetings by the OPCC should help keep the OPCC aware of how projects are performing. If a project is deemed not to be performing against success measures then this should be raised by the project lead and discussions can be had to review the circumstances around this. Our goal is to help support CSPs achieve the success measures they have outlined and if these are not being met, a collaborative review can occur to understand the circumstances around this and what support is needed to achieve a successful project. If a project is not going to be delivered against success measures or there are issues with delivery, the party that is leading the project must request a review meeting so this can be discussed. We do not wish to penalise parties but collaborate with yourselves to ensure approved projects are met and public money is not wasted. It may be that we agree mutually that the project needs more time to succeed or that it may be partially completed to an acceptable standard. It may also be that mutually we agree the project is no longer viable and remaining funds can be utilised in another way that is accountable or carried over to the following year.

[21] How is success measured for projects? What do we put as success measures?

We will let you define what success of a project will look like and review as part of your proposal whether this is reasonable for the amount that is being requested. If it is deemed to be a reasonable definition of success based on the amounts requested, we will look to grant the project or we may request this is made more ambitious in the projects delivery to increase value. We may also ask you to redefine the success measure to something that can offer a better insight into the projects success or align more closely with the rationale for the projects delivery.

[22] What is the timeline for projects we propose?

Based on quarterly returns and previous reports on expenditure, delivery of projects must be aligned within the financial year period (April to March) and we would expect this to continue. Projects need to be delivered using your allocation for that specific year. If the project is to run for more than a year but begins later into the financial year, funding needs to be scaled accordingly until the end of that financial year and any outstanding amounts for delivery will need to be drawn from next years allocation. An example of this is given in point 18.

[23] Cross collaboration between districts for projects

You are welcome to get creative with your funding and work with other districts to propose against allocations. If you wish to do joint proposals that draw on two allocations for the delivery of a project, this can be considered as well as a sharing of a pot to benefit another area provided there is agreement between both CSPs. If you are projected to have an underspend but would like to open up your remaining allocation to another area for them to propose against, this too can be considered if they can deliver the project within the financial year (if not, any granted amounts may be scaled). There is no specific restrictions on how you may wish to consider such a setup and we are open to proposals around collaboration if you feel this can help tackle crime and provide greater value. It is recommended meetings are had with the designated OPCC staff member to discuss your proposals before hand so we have an idea of what you are looking to do in advance.

[24] What if Serious Violence is low in our area?

The serious violence duty is up to each respective CSP area to deliver against and we will let each area decide, based on their own crime data how this is best tackled. If serious violence is low in your area, this can still be addressed through early intervention work among young people in other creative ways i.e. early preventative work through schools for example. Ultimately we will let each CSP area collectively decide what level of funding is used against this duty.

[25] How are proposals scored? What is the criteria?

Proposals are scored against **3 main criteria** which must be met for funding to be granted. The 4 criteria are:

1) Whether **a justified rationale or need** has been identified for the work (what data or evidence is there to suggest this project is needed?) Does this project deliver against the P+CP? If so, how?
2) Whether the proposed project represents **good value for public money**
3) And the project **cannot be reasonably be undertaken/solely delivered alternatively** without this funding, either through the scope of existing services, roles or other available means.

Provided proposals are assessed as meeting all 3 criteria adequately, they will be approved.

Performance and Assurance Officer Sajan Devshi

[26] Funding granted from the end of year pot – how is this administered or monitored?
Should there be savings made due to underspends or money not claimed as part of allocations, this will be collated as an end of year pot that CSPs can make proposals for. For example:

At the end of the first year 2023/24, assuming there is £50,000 in savings made, it may be that one area is successful is proposing for the full amount or it may be that 5 areas are successful in securing projects worth £10,000 each.

The monitoring of these additional funds (if secured by a CSP) will be done in the same way as each CSPs allocation and through the quarterly monitoring forms and will need to be clearly identified in subsequent returns.

[27] Overview by OPCC SMT and PCC: As proposals are received, Sajan (Performance & Assurance) will look to review and update SMT with the proposal forms above that allow them to see what is being delivered across the LLR landscape. This will allow the OPCC to improve transparency and accountability on what the PCC is helping to deliver for the Annual Report to the Police and Crime Panel, the Public and Partners. This information may also be shared publicly for transparency to increase trust and confidence if necessary on how public money is being spent across the districts

[28] Completing Proposal Forms: Proposals need to be clear and concise in what the project or work is offering so the OPCC and members of the public can understand what is happening with public funding. A breakdown of costings is required to give us a clear idea on what is being funded and how much everything costs (criteria 2, value for money). In your proposal, ensure this is provided so we can see where the money is going and how much everything is costing in box 2 of the proposal form. Please ensure no vague descriptors are put i.e. “£2000 for home security packs”. We want to know how much each pack and each item within it costs, how many packs there are and anything else that can help us assess its value. If your proposal is not clear with a breakdown in costings, it is unlikely to be accepted. If money is being requested for staffing costs, please ensure this is broken too so we can understand what activities are actually being funded as part of staffing costs and how they would be above normal statutory responsibilities which would normally not be funded by us. If you have supporting appendices or evidence you would like to include, you are welcome to include these if they provide more information to help us better understand the work being proposed.

[29] Completing Quarterly Monitoring Forms: Quarterly monitoring forms should give a detailed account of the approved work or projects that have been granted in submitted proposal forms. Some of the information can be directly copied and pasted from the initial proposal form such as the name of the project, what the rationale was and what the proposed success measures were at point of completion. Other columns however will need to be updated during each quarterly submission in detail to give us an understanding of how the work is progressing.

*For example, box 3 asks **“what work or activities have been carried out to date”;** we would expect a detailed breakdown of the work that has been carried out up to the present point within this. If the work involved delivering intervention work at a school, how many sessions have been delivered? How many students have attended these sessions in total? How many schools have been visited? We are looking for a detailed breakdown that helps us understand what work in essence has actually been completed.*

*Box 5 asks “**what are the success measures to date?”**; here we are looking to understand how the project is doing against your defined success measures that were approved in the proposal form. Using the example above, perhaps you looked to complete psychometric questionnaires to assess a change in attitude among students, or the success measure was to deliver this programme to a certain amount of students within high-risk areas; this would then be updated to explain how the project is doing against such agreed success at this point in time.*

*Box 7 asks **“what has been the cost to date”** – this requires you to give an updated expenditure on what has been spent to date against your projects allocation. This will be updated across the 4 tabs as the project is delivered over the course of the financial year as it progresses. Therefore, your quarter 4 tab should give a complete overview of all the projects that have been delivered, their total costing, the work/activities carried out to date in detail, how it has done against its success measures and RAG’d accordingly.*

*When submitting your quarterly returns, be sure to use the **same form** across each quarter so each quarter gives an updated account of how the work is progressing from one quarter to the next. Do not complete a new quarterly form for each quarter but instead use the previously submitted one and update it with the correct quarters information. This will enable us to see how the project progresses through the financial year.*

3 Proposal Criteria Guidance

1) Justified need and rationale

This looks at you explaining the reason for the project and helping us understand what the rationale/reasoning behind it is. You can provide supporting evidence such as crime or ASB data or any evidence that supports the project delivery. You may outline a need based on the level of complaints you've received (if this is significant) or be proposing to deliver a project that has been proven to work or prevent an emerging threat or local issue. We are looking to understand why the project is being proposed in essence and for you to demonstrate that there is an actual need based on any supporting evidence. This doesn't necessarily have to be pages and pages but must demonstrate that the proposed initiative will improve safety and tackle ASB or crime in some way. You can also refer to the Police and Crime Plan in this section to demonstrate how the project looks to tackle specified priorities highlighted.

A justification or rationale can be inputted into box 4 of the Proposal Form PF1.

2) Represents good value for money

Please give us a breakdown in costings here so we know how you have arrived at the proposed funding amount and what this will subsequently fund. For example, If you are proposing £5000, we would like to understand how you have arrived at this figure and what this money will exactly be used to fund with an understanding of costings (why does it cost £5000? Why not £2000?). What research have you done to show this represents good value for money. Again we are not looking for pages and pages but to help us understand why your project costs what you propose and what level of research you have done (where necessary i.e. choosing suppliers for equipment) to show the amount is deemed to be fair.

A breakdown of costs can be inputted into box 2 of the Proposal Form PF1.

3) Cannot be delivered independently

This criteria looks at evidencing how the proposal cannot be delivered solely through existing roles, funding or services by statutory partners and how the project cannot be delivered without this funding. For example, existing roles and their responsibilities may be reasonably expected to deliver on this proposal by statutory partners and in part, this is to ensure funding is not used exclusively to double fund existing responsibilities. What may be acceptable is you may be able to partly deliver the service through existing roles and you wish to request additional funding to support a projects delivery (i.e. delivering specialist intervention or programmes, equipment cost, work that may be in addition to normal roles and responsibilities etc). This may be considered as part of a proposal and may be acceptable. This will generally be decided on a case by case basis and you will need to disclose clearly if any funds are being used for staffing costs in your proposal and why this is necessary (rationale). If you are carrying forward any underspends from previous years, we would generally expect this to be used first prior to applying for this funding.

It may be acceptable if your CSP area commissioned the delivery of work by specialist individuals, groups or organisations provided their role and responsibilities are not part of statutory functions of CSP members (Policing, ASB, Community Safety, Probation, Prison, Health etc). In addition, this criteria ensures that funding has not already been granted for such work and looks to prevent double funding for the same work.

This will be assessed by examining the application itself and within the context of the rationale/justification to ensure the project is not something that would be reasonably expected to be delivered alternatively by other means.

Performance and Assurance Officer Sajan Devshi

POLICE & CRIME COMMISSIONER for Leicestershire

CSP Funding Proposal Form Template

Date of request:

REF: PF1

1) Proposed Work/Project	2) Work/activities are to be funded (where is the money going?)	3) Requested Amount	4) Explain why this project Is being proposed (rationale)	5) How will you measure success? (How will you measure whether this project is working)	6) Partners Consulted and Supportive of Project	7) Timescale for delivery	8) Project decision and by who (for OPCC use)

Guidance On Completing This Form

This form is not designed to be rigid in terms of what you can or can't do with your allocations as each area has different local needs. Your funding can be proposed for a variety of activities or emerging issues. This is designed to give us a broad idea of what the money is going towards and what activities will actually be undertaken and funded.

1) Proposed work/project	2) Work/activities to be undertaken	3) Requested amount	4) Explain why this work/project is being proposed or needed (what is the rationale?)	5) How will you measure success? (How will you measure whether this project is working)	6) Partners in support of this proposal.	7) Timescale	8) Project decision / by who / date (for OPCC use)
Here you simply put the name of the project/activity or intervention and what it will be referred to as.	Please specify exactly what work will actually be done with the funding as part of this project – what is the money going towards? This needs to be clear so anyone reading this that may not have background knowledge on the project is able to distinguish clearly what funding has been used for. You are welcome to attach any additional appendices too but you must give a breakdown on how money is going to be spent so we know where the funding is clearly going.	What is the total amount requested for this project.	Explain the need for this project and why it is being proposed. This needs to help any reviewer understand why this project is being proposed and the rationale behind it. As much detail as possible would be helpful for people that may not be aware of the background of the work or issues faced that would help them understand why this project is needed. This can reference the Police and Crime Plan if the project delivers against priorities identified in there. You can also demonstrate how criteria 3 (cannot be soley	Define a success measure for the project. How will you know this project is working or having a positive impact? What is being measured that would be a reasonable assessment of this?	Please outline which partners have been consulted and have agreed with the proposal. We want to encourage collaboration among partners on how funding is used.	Enter start date and estimated end date of the project	This is completed by the OPCC and can be left blank.
Knife Crime Workshops in School ('Knife Roadshow')	Organisation X will go into schools and deliver training that tackles knife crime among youngsters. They will deliver interventions that tackle the dangers of carrying knives, the consequences, the risks etc (see attached literature on organisation X as part of this proposal). 30 schools will be visited with 2.5hour sessions at a cost of £83.33 per session delivered by 2 members of staff from organisation X.	£2500	This intervention helps deliver against the Serious Violence duty, specifically a reduction in knife-enabled serious violence and especially among those victims aged 25 and under as it is delivered to 16 yr olds. The schools identified for delivery are considered high-risk schools with high levels of Knife Crime reported in the area (provide any data where possible to support any rationale). This is also a priority identified within the Police and Crime Plan on Page X.	Psychometric questionnaires will be completed that will assess attitude shift. For example, questions designed to assess attitude before and after to see positive change after workshops have been completed.	Leicestershire Police – Supportive Probation Service – Supportive LFRS – Supportive.	March – August (6 months)	Approved – Sajan Devshi – 1st April 2022

Performance and Assurance Officer Sajan Devshi

Quarterly Monitoring Form Example

An overview of the new quarterly monitoring form is below – you will see it's been simplified for use. Simply use the **same form** across all 4 quarters so this keeps an accurate account of how the project has developed over the financial year. For example. You may start a project in quarter 1 which you complete this form for. By the quarter 2 submission date, you will use the same form and update the project details in the quarter 2 tab (do not fill out a separate new form just for Q2, use the same one from previously). This will allow us to see how the project has developed from quarter 1, 2,3 and 4. Additional projects are added in the period they have been granted i.e. you have 5 projects running that have been updated across Q1 and Q2, but start another 4 in Q3, these would then simply be updated on the Q3 tab in addition as new projects starting during this period. Completed Quarterly Monitoring forms to be sent to Sajan Devshi: sajan.devshi@leics.police.uk and shared email: [insert email address]

2023 Q1 (April - June)	What is the project or initiative?	Explain why this project/work was proposed (rationale)	What work or activities have been carried out to date?	What were the success measures proposed?	What are the success measures to date?	What has been the cost to date for the project?	RAG	Additional notes
	Please outline the name of what this project is called or referred to in your proposal form	This can be pasted from your proposal form on why the project was proposed in brief.	Please outline what actual work has been done to date.	What success measures did you propose for ths project? (can be copied/pasted from your proposal form)	How is the project doing against the success measures that were identified in your proposal form? What has been achieved so far against these?	Please specify how much exactly has been spent on the project to date - this can be a running total and updated in the next quarterly return.	Colour box accordingly: Red = Not achieved, Amber = Partially Achieved, Green = Achieved	Any relevant notes that need to be added for this project can be inserted here.

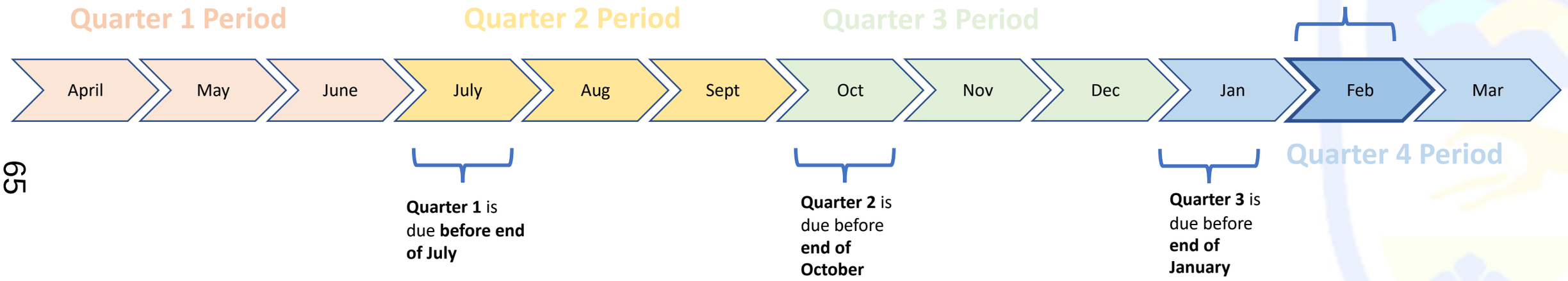
Quarter 1 April - June | Quarter 2 July - September | Quarter 3 October - December | Quarter 4 January - March

The quarter 4 tab should therefore have an overview of all the projects that have been undertaken throughout the financial year with updated figures on all costings/progress updates and be RAG coloured according to whether the project has delivered against the proposed success measures from the proposal form.

Performance and Assurance Officer Sajan Devshi

Quarterly Monitoring Forms Submission Timeline

***Quarter 4** is due before **end of February** and before the quarter ends. Please provide projected figures as close as possible as you will only be projecting costings for a 1 month period (March) with final costings and declaration on expenditure to date.



***Why is the Quarterly 4 form required by February and before the quarter actually ends?**

We need this information before the end of the financial year so we can accurately assess what the underspends will be and allocate the following years amounts in a timely fashion based on this. If this was left any later, it would begin to eat into the delivery time for the next financial year.

It is wise to begin thinking ahead in terms of what you would like to deliver before the financial year begins so it does not eat into your delivery time as it must be delivered within the financial year period. You may wish to extend current projects that are doing well from the previous year or propose new projects, for example.

Performance and Assurance Officer Sajan Devshi

Ideas on themes you may wish to tackle (from the Police and Crime Plan)

Rural Policing

Visible Policing

Hi-tech Policing

Urban Policing

Local Neighbourhood Policing

Serious Violence Duty

Protecting Businesses

Tackling Youth Crime

Misc. Local Needs

Supporting Victims

These are just ideas and themes taken from the Police and Crime Plan that can help support your rationale or justified need. Your proposed projects do not necessarily have to fit exactly into this, for example you may provide data or evidence for a project that shows there is a need or it may be effective in tackling crime.

Performance and Assurance Officer Sajan Devshi

Total CSP funding **£639,675**

	Weighting	Allocated funds	Total Leics units	Funding per unit	
Crime rate per 1,000	**20%**	£127,935.00	639	£200.28	per crime per 1,000
Total population	**15%**	£95,951.25	1,121,800	£0.09	per head
Crime Harm Index	**65%**	£415,789	16222304.5	£0.03	
		£639,675.00	1,122,439		

	Population (2021)	**Funding for population**	Total recorded crime 2021-2022	Crime rate per 1,000	**Funding for crime rate**	Current Total Funding Given (PLF+YDF)
CSP 1 Leicester	368,600	£31,527.57	47,003	128	£25,538.85	**£311,150.00**
CSP 2 Charnwood	183,900	£15,729.57	14,644	80	£15,948.11	**£91,456.25**
CSP 3 Blaby	102,900	£8,801.38	6,517	63	£12,684.21	**£42,573.75**
CSP 4 Hinckley & Bosworth	113,600	£9,716.58	7,249	64	£12,780.00	**£49,573.75**
CSP 5 SNWL	104,700	£8,955.34	7,785	74	£14,891.66	**£45,073.75**
CSP 6 Harborough	97,600	£8,348.05	5,005	51	£10,270.35	**£36,073.75**
CSP 7 Oadby & Wigston	57,700	£4,935.27	3,875	67	£13,450.15	**£28,382.50**
CSP 8 Melton	51,800	£4,430.62	3,526	68	£13,632.76	**£20,691.25**
CSP 9 Rutland	41,000	£3,506.87	1,789	44	£8,738.92	**£14,700.00**
Total	**1,121,800**	**£95,951.25**	**97,393**	**639**	**£127,935.00**	**£639,675.00**

Appendix D

3 Year (Aug 19 - Jul 22) Crime Harm Index Sum	**Funding for Sum Crime Harm Index**	**Total funding using revised formula with 3 parameters**
8378709.5	£214,752.05	£271,818.47
2257160.25	£57,852.56	£89,530.24
1216517.5	£31,180.17	£52,665.76
1120569.75	£28,720.97	£51,217.55
1167706	£29,929.10	£53,776.10
735889.5	£18,861.35	£37,479.75
552820.25	£14,169.16	£32,554.58
517831.25	£13,272.37	£31,335.75
275100.5	£7,051.01	£19,296.80
16222304.5	**£415,788.75**	**£639,675.00**

Article

The Cambridge Crime Harm Index: Measuring Total Harm from Crime Based on Sentencing Guidelines

Lawrence Sherman*, Peter William Neyroud** and Eleanor Neyroud***

Abstract The logic of simply summing crimes of all kind into a single total has long been challenged as misleading. All crimes are not created equal. Counting them as if they are fosters distortion of risk assessments, resource allocation, and accountability. To solve this problem, Sherman (2007, 2010, 2011 and 2013) has offered a general proposal to create a weighted 'Crime Harm Index (CHI).' This article provides and explicates a detailed procedure for operationalizing this idea in UK: what we call the 'Cambridge CHI.' The new elements of the Cambridge CHI presented here are (1) the use of the 'starting point' in the national Sentencing Guidelines to define the number of days in prison for each offence type; (2) the exclusion of proactively detected, previously unreported offences, and (3) a comparative analysis of the Cambridge and other approaches to weighting crime harm, judged by a three-pronged test of democracy, reliability, and cost.

Introduction

A count of all crimes has no specific meaning unless all crimes are created equal. All crimes are not created equal. Counting them as if they are fosters distortion of risk assessments, resource allocation, and accountability. Integrating all crimes in a weighted index represents a far more useful approach for resource allocation and crime prevention. Yet any change in a politically sensitive task such as measuring and weighting the harm from crime cannot be undertaken without a detailed methodology. At the same time, the method cannot be too complex to understand, too changeable to provide comparisons over time, nor too expensive to be widely used. A new tool for comparing the overall harm of crime across times, places, and people requires a method that is democratic, reliable, and inexpensive: a three-pronged test we develop below.

The basic principle for a meaningful measure of crime is to classify each crime type according to how harmful it is, relative to all other crimes. This argument has already been made in general terms (Sherman 2007, 2010, 2011, 2013). Even if one accepts that proposal, the question remains of how to operationalize such a Crime Harm Index (CHI). The challenge this article addresses is to present

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and justify a method of adopting Sherman's proposal in UK, in comparison to other possible ways of doing so. To clarify the new methods we propose here, the article includes a demonstration of how a crime 'count' report can be supplemented by a crime 'harm' report that offers a very different picture of crime harm. What we offer is a low-cost, easily adoptable barometer of the total impact of harm from crimes committed by other citizens, as reported by witnesses and victims.

The basic method of this approach is to calibrate the harm of each crime reported to police, but only those reported at the initiative of crime victims or witnesses. Although Sherman (2013) was silent on this point, we propose here to create a Cambridge CHI that excludes proactively generated crime detection by police and organizational victims. The reason for that exclusion is that such crime reports (with 100% clearance by arrests) do not reliably measure harms experienced by the population. Rather, they measure the resources invested in catching offenders in predictable times and places in the act of predictable crimes with no specific complainants. The higher the arrest rates, the higher the crime rate. It is a perverse logic that would show crime is increasing solely because police succeed in making more arrests. On the principle that policing is an independent variable, which cannot be, simultaneously, a dependent variable, the Cambridge CHI excludes drug arrests, traffic arrests, shoplifting detected by store security officers, and similar detections.

Working only with offence types that police count reactively on the basis of citizen reports, the Cambridge CHI multiplies each crime event in each crime category by the number of days in prison that crime of that category would attract if one offender were to be convicted of committing it—as Sherman (2013) recommended. Crucially, what he did not specify in that recommendation is which part of the sentencing guidelines in each specific jurisdiction should be consulted to find the number of days imprisonment. No doubt this detail was omitted because the answer would be different in each nation. Hence, the present proposal, by focusing only on UK, can specify and demonstrate the application of the general idea of a CHI.

For reasons explained below, the Cambridge CHI proceeds to define the number of days imprisonment based on the 'starting point' for sentencing. This means that the 'harm' value of the crime is associated solely with the offence type *per se*, without adjustment for prior criminal history or the circumstances of the particular offence (either aggravating or mitigating). The latter element is recommended solely on the basis of cost, since any other approach would cost tens or hundreds of millions to compute. It also means that the measure of crime harm to victims and society can be reliable from year-to-year, without regard to who is committing the crime or the criminal records of the offenders.

Whether a first time offender or a serial killer murders someone, the murder creates the same harm to the victims, his or her families, and communities. The actual punishment each offender 'deserves' to receive is a very different question from how much harm the crime has caused. It is that concept of harm, independent of culpability, which we aim to measure in the Cambridge CHI.

A long tradition of harm measurement

This approach to a metric based purely on the crime, without reference to the criminal, builds on a long intellectual tradition in criminology of identifying the issue. It also seeks to avoid past failures of that tradition in creating a practical enough solution to be adopted by governments.

Sellin and Wolfgang (1964), Rossi *et al.* (1974), and Wolfgang *et al.* (1985) used panel and public survey ratings of offence narratives to construct a weighted severity index that could be used to assess the community, victim, and offender harm of crime. The Home Office (Pease, 1988; Brand and Price, 2000) produced research evaluating the

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seriousness of crime and its costs. Citizens who rated Wolfgang *et al.*'s severity scale provided scores for minor crimes with low harm through to major crimes with high harm in such a way that the difference in the scale—72.1 to 0.2—amounted to a factor of more than 300 times the harm from top to bottom. Although this research was influential and important, none of the approaches were ever adopted by police or other agencies for operational use or (with a few exceptions) for official statistics.

There has been fresh interest in crime harm in the last few years for three main reasons. One is a continuing intellectual and philosophical search for a better basis for reflecting the harm caused to victims (e.g. Greenfield and Paoli, 2013). Another is the post-2009 climate of fiscal austerity and criminal justice budget cuts, as well as changing crime patterns; both have forced police to reassess their focus on 'traditional' crimes and crime counts and look for new ways to select priorities (Neyroud, 2015). A third reason is a renewed emphasis on the importance of harm reduction as a goal for law enforcement, equal to if not more important than justice, or order maintenance for its own sake (Sparrow, 2008). These three drivers suggest a number of different methods and rationales for answering the question 'how should we assess harm?'

Several specific approaches have been proposed, each of them with limitations:

- The 'assessment of harm' framework; Greenfield and Paoli (2013) have presented the most complex and comprehensive taxonomy and assessment process, but acknowledged that the challenge of implementing their approach is 'daunting' (p. 883). Their work delineated the potential direction for future research and provided a theoretical underpinning, but, even in their own analysis, did not provide a practical tool capable of use in an operational setting.
- The 'court records' approach: Francis *et al.* (2005), The Canadian Crime Severity Index (Statistics Canada, 2015), and the New Zealand Justice Sector Seriousness Score (Sullivan and Su-Wuen, 2012) have all employed methods based on the court records of actual sentences handed down to offenders. However, as Sullivan and Su-Wuen pointed out, the severity of sentences passed will reflect many more factors, such as individual offender mitigation, than the pure harm of the individual offence.
- The 'crime victim survey' score: Ignatans and Pease (2016, this volume) have turned instead to victim judgments of seriousness derived from the Crime Survey for UK. They argue that this approach is better able to reflect the weight of harm in repeatedly victimized households. Although we agree that this would be a very useful addition to all victimization surveys, the major limitation of any survey is that it does not capture rare events of great seriousness, including homicide. It is therefore not possible to use any victimization survey as an overall bottom line for crime that shows differences across offenders and communities and times in how much harm from crime is associated with them.
- The 'sentencing gravity score': Ratcliffe (2015) sought to overcome this problem by using the offence gravity scores provided to judges by the Pennsylvania Commission on Sentencing. He argued that this method has the benefit of being both independent of the police (and, therefore, not subject to manipulation) and specific enough to allow weighting of individual offence categories. His analysis provided a compelling illustration of the potential of crime weighting in police prioritization and performance assessment. However, the weighting range proposed, between 14 points for a murder and 1 for a minor misdemeanor, is quite truncated when compared, for example, with Wolfgang *et al.* (1985), which ranges from 1 to 200. With this aside, Ratcliffe's

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suggested model is closest to our own approach set out below. It demonstrates an aspiration we share to find an operational model that can meet a three-pronged test of suitability.

These are all important approaches, offering significant advantages over raw crime counts. Yet none of them pass a three-pronged test for making a rapid transition to standard practice, in which all three answers must be 'yes':

1. Does the metric reflect the resolution of conflicting viewpoints by a process adopted by a democratic government reflecting the will of the people (the 'democracy test')?
2. Does the metric provide a reliable measure that can be consistently applied to each unit of analysis—time, place, people—with the same results for the same levels of harm (the 'reliability test')?
3. Is the metric readily available at virtually no cost to be adopted without any new budgetary appropriation? (The 'cost test')?

Why are these three tests all essential? The gravamen of the argument is that passing these tests makes it more likely that the index will be adopted than if any of these tests cannot be met. While only time will show whether our hypothesis is correct, there is good qualitative evidence for claiming that each test is essential.

Democracy test

We suggest that in the absence of a legislated endorsement of the metric in some way, justice officials will be reluctant to accept any metric of severity. We have been told by police officers across Britain, Australia, and Latin America that they cannot use the CHI openly until government has approved it. These same police, however, have often gone to Ministers to request approval to do so. Their argument has been strengthened by the claim that elected legislators had already set in place a process that resulted in the metrics proposed. In UK, this means that Parliament decided to delegate to the judges (and other experts) who constitute the Sentencing Council. That fact has made the argument far more palatable than if the metrics had been derived solely from academic research or public opinion without legislative digestion of those views.

Reliability test

The statistical principles of consistent measures across units are fundamental to the 'accounting' of crime harm. Although Canada may have violated those principles as a matter of law, there is no evidence that Canada has actually deployed its severity index (based on punishments actually imposed) in any practical or operational way. If the CHI is to be used in the ways we illustrate below, and as Bland and Ariel (2015) have already used it, there is an inescapable requirement of reliability of measures across units, without bias as to the demographic or other characteristics of each unit.

Cost test

As the UK enters its seventh year of 'Austerity,' little more needs to be said about any proposal than that it requires no new funding whatsoever. The Cambridge CHI can be calculated by citizens and officials alike with a pocket calculator, using only data that are already collected and published on a regular basis. Obtaining new money for a new system of crime statistics would require taking money away from preventing crime. A decision to do so seems highly implausible.

Using this three-pronged test, we show below how to use the robust process of developing sentencing guidelines (or statute) tariffs to incorporate multiple opinion polls, studies of economic and psychological costs of crime, sentencing precedents, and even a threat of legislative intervention. Once the idea of an official price-list of harm from crime is enshrined as the law of the land, it gains legitimacy beyond the reach of any social science research. That is why we recommend sentencing guidelines, at least in jurisdictions that have adopted them, and the midpoint of statutory ranges where that is the

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only national mandate. Furthermore, that is why we recommend that UK be used as a model for all other nations, since it provides a pure measure of harm in its 'starting point' tariffs.

In making this recommendation, we take particular note of the 'court records model' set out above, in which actual sentences are used, rather than recommended sentences based on guidelines. Although there are other issues with the 'court records' approach, the major obstacles to its widespread adoption are costs, complexity, and reactivity. The cost and delays associated with measuring actual sentencing practice across a large country will always make it more difficult than simply applying a menu price list that has been hammered out for years by a sentencing commission, or even a legislature setting statutory sentences. At the same time, the pattern by sentencers of reacting to shifting news media attention on specific kinds of crimes shakes the year-to-year reliability of actual sentences as a consistent metric of suffering caused by criminal conduct.

The case for regulatory or statutory sentencing guidelines rests on their origins in a democratic compromise on both the symbolic and instrumental harm of each crime type. The legitimacy of the processes producing those compromises should allow public officials to employ it widely as a supplement, or even a substitute, for crime counts. The use of a fixed legal framework should also simplify the task of policy analysts examining the costs and benefits of different crime policies.

Our prediction that this approach can be widely adopted is supported by the rapid application of this approach in numerous crime analyses in the UK in recent years, especially by police agencies, including those in Suffolk, West Midlands, Hampshire, and Durham and London. Its recent use in the analysis of domestic violence patterns in Suffolk (Bland and Ariel, 2015) is instructive: 1.77% of couples coming to police attention over 6 years generated 80% of all of the CHI values in the population of some 25,000 couples with some 36,000 callouts. There is no other feasible way by which such a conclusion could have been reached without massive funding; the study was actually done without any funding beyond a master's degree bursary from the College of Policing and Suffolk Constabulary.

The further attraction of this approach is its offer of far greater clarity for evidence-based policies. The sentencing metrics provide a standard 'bottom line for crime' in a wide range of cost-effectiveness comparisons of alternative strategies. The clarity applies equally to targeting, testing, and tracking resource allocation by police, prosecutors, sentencers, offender managers, and a wide range of government bodies and decisions—from education and social services to housing construction codes.

The wide potential application of CHI values can also measure national trends in public safety year-on-year, making annual comparisons in safety and performance across police forces, cities, and neighbourhoods. The CHI can also provide consistent comparisons across individual offenders being arrested, prosecuted, and sentenced, and the match (or mismatch) of police and justice resources between investments in areas or offenders of differing CHI values. It could, for example, drive the allocation of funding to police, prosecutors, and probation based on the CHI value of their caseloads. In the process, it could foster more crime reduction per pound or dollar spent.

Admittedly, the use of CHI values in resource allocation might alter the incentives to 'game' and distort crime data. To the extent that CHI emphasizes a smaller number of highly visible crimes, such as murder and rape, it would increase the risk of fraudulent misclassifications in those offence types. On the other hand, the high weight and low volume of those offence types could make it cheaper to audit crime reporting integrity. If officials knew that they ran a much higher risk of being audited for more serious crimes (such as rape), they might well bend over backwards to avoid any gaming. This question should certainly be studied in a force in which a CHI is adopted, but there is no

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certainty that it will make temptations to game crime reports any different.

The problems of weighting crimes equally

Whatever the imperfections of a CHI approach, the greatest argument for it is its improvement over raw crime counts. The problems of the present system of counting police-recorded criminal events as if they are equal have several separate dimensions:

1. There is no meaningful, 'bottom line' indicator of whether public safety is higher or lower in any year, place, offender's record, or agency caseload.
2. High volume, low seriousness crimes are disproportionately influential in driving crime counts up or down. The impact of shoplifting on total crime in UK in 2012/2013 was 560 times greater than the influence of murder (308,325 recorded shop-thefts compared with 551 murders).
3. Total counts of crimes, as distinct from crimes reported solely by individual victims and witnesses, include crimes detected solely or mostly by proactive police or corporate enforcement (e.g. shoplifting arrests by private retail detectives), which can be driven up or down by state action rather than by the behaviour of criminals. In 2012/2013, for example, over 15% of recorded crimes were proactively detected thefts or minor drug possession arrests, none of which were reported to police by personal victims or unpaid witnesses.
4. If the economy leads police agencies or large private sector organizations to reduce investments in proactive enforcement, it can indicate a decline in crime counts even when crime harm may be rising precisely because of such reductions in proactive enforcement.
5. The management of offenders may be distorted by the tendency of prolific offenders to have relatively modest levels of seriousness, while very serious offenders may have very few convictions. Prosecutors, judges, and offender managers may be misled by a 'blink' reaction to volume, without a valid means of assessing seriousness by looking at the bottom line for crime for each offender's life to date.
6. Police face identical problems with counts in comparing areas within their jurisdictions at the same point in time, or changes over time within areas.

The logic of any CHI

This article builds on the logic of a hypothetical construct: the number of days in prison that crime would attract if one offender were to be convicted of committing each crime. The fact that this hypothetical has never happened anywhere is irrelevant to the logic of the proposal. What is relevant is the consistency obtained from a single metric to reliably estimate a harm level in any unit for comparison to the harm level in any other unit.

An index approach

Combining crime in this way would create what statisticians call an 'index' that yields a single bottom line of overall value, rather than of the number of components of different values. In a business context, it is comparable to replacing a count of sales transactions with the total revenue from all sales of items with widely varying prices. From a taxpayer-as-consumer standpoint, the index approach to crime reporting is more like a Consumer Price Index (CPI). That index takes the cost of consumer goods in different categories (food, housing, transportation), then assigns a weight to those costs based on the average household's budget proportions for each category. If housing costs rise 10%, but housing is only 33% of family's budget, then the housing increase of 10% becomes a 3.3% increase in the total CPI. Similarly, a CHI is a tool for creating just such a

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bottom line for the harm caused by crime (Sherman, 2007, 2010, 2011, 2013).

Choosing the best metric

The logic of a legally fixed judgment about the severity of crime can be found from different sources in different countries. Our proposal for UK is to use the simplest, most transparent and stable metric that is also the least expensive. It costs only the time to add two more columns to every crime spreadsheet. That metric is the sentencing guidelines' 'starting point' recommendations of the number of days in prison for a first offender convicted of that offense. This would give an approximation of the weight of harm of the offence itself, in contrast to the actual sentence length an offender may receive—the latter being influenced by the number of prior convictions of the offender, the offender's willingness to indicate an early guilty plea and any specific mitigating and aggravating factors.

Most important, the use of sentencing guidelines as the metric for a CHI offers the lowest cost and greatest speed. It is readily available to be applied to any set of crimes, whether for an individual, a community, or a nation.

CHI based on guidelines in UK

The central requirement for applying sentencing tariffs to the crime weighting for a CHI is consistency. This means, at minimum, that the weighting should not consider the characteristics of the offenders who commit the crime. Public safety is harmed just as much by a robbery committed by a first offender or a robber with 50 prior convictions. We have therefore considered two different options to achieve consistency without new costs. One is to use the highest available sentence for each crime as the weighting factor; the other is to use the 'starting point.' We reject the first and recommend the second.

There are several problems with using maximum penalty. One is that the maximum is very rarely used, and is driven by rare cases, not typical ones. The maximum would therefore not reflect the mean or median seriousness of an individual offence. In some ways, this model would replicate some of the criticisms of the unweighted model: a milk bottle theft would still be a relatively serious offence given a weighting for the maximum tariff for all theft.

Our proposal is to use the 'starting point' guideline for each offence. The choice of this point is made on the assumption that each crime is committed by a previously unconvicted offender with no aggravating or mitigating factors. Although that is also a distortion of the characteristics of the offenders and offences, the advantage of this approach is that it provides a more consistent metric for each offence type. Supporting that claim requires a brief explanation of how these guidelines are applied by sentencers.

English–Welsh sentencing guidelines provide sentencers with a table with three ranges of sentencing, one reflecting the basic offence without aggravation or mitigation, a second reflecting a mid range offence with some aggravation, and a third embracing the most serious manifestations of the offence. The tariffs are described without reference to the offender's prior crimes, on a presumption of sentencing without a prior record or any aggravating or mitigating factors. These are only added once the sentencer has decided where the facts of the offence place the offender on the 'starting points.' Using the first rung of the ladder as the weighting point for the offence means that a CHI would reflect the nature of the offence, rather than the offender, and would allow a substantial differentiation between, for example, a murder and a bicycle theft.

On this basis, we propose—and illustrate below—the Cambridge CHI constructed as follows:

- For each offence, we have identified the lowest starting point for an offence for a previously unconvicted offender.

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- The number of years or days imprisonment has been converted in to a total number of days. Thus for murder, 15 years has been converted in to a weighting derived from the number of days until the offender must serve in a minimum tariff before eligibility for parole.
- Where the minimum tariff is a period of days or hours Community service, the days/hours have been converted into number of days.
- Where, as with theft, the starting point is a fine, we have calculated the weighting by assessing the number of hours/days it would take to earn the money to pay the fine while working for the minimum wage for an adult.

This 'Beta' version of the Cambridge CHI that we have developed so far for demonstration purposes has applied these weightings to a set of aggregated crime categories. The accuracy and discrimination of the approach could be enhanced in future versions by:

- Applying the same approach to more disaggregated categories; for example, dividing assaults, sexual crimes, and theft in their crime recording sub-categories.
- Adding a banding similar to the sentencing guidelines (serious, mid-range, and least serious) to the sub-categories. This would allow a greater discrimination between the most serious types of a particular category of offences and the least serious.
- Separating out specific kinds of victims, such as in crimes comprising domestic violence or crimes against children, applying a separate weighting from the sentencing guidelines.

Example

In order to demonstrate the difference between measuring changes in public safety, Tables 1 and 2 show how a selected list of crime types (covering almost all counted crimes) compares over 10 years between crime counts and the Cambridge CHI. The tables show that from 2002/2003, the crime count for those types dropped by 37% (from 5,151,767 to 3,229,586). The CHI, in contrast, only dropped by 21% (from 147,835,399 imprisonable CHI days to 117,835,466). If harm is our metric, then the crime count over-estimated the drop in crime impact, or the increase in public safety, by 76% relative to the proportional drop in CHI.

The pie charts that follow the tables also reveal the different composition of crime counts versus CHI days as indicators of public safety. Figure 1 shows that the 16% of the crime count in 2003/2004 consisted of nonviolent offences. Figure 2 shows that the 76% of the CHI for the same period consisted of violent offences. This does not suggest a new choice in what the justice system designates as threatening to public safety. This difference merely reflects the existing guidelines that have been agreed on the basis of extensive consultation and research on public opinion.

Benefits

A focus on CHI values rather than crime counts would provide far greater clarity for evidence-based policies, ensuring a standard 'currency' for cost-effectiveness comparisons of alternative strategies of targeting, testing, and tracking resource allocation by police, prosecutors, sentencers, offender managers, and a wide range of government policies—from education and social services to housing construction codes.

The targeting of scarce resources against crime can be compared with an investment portfolio. Like police and justice agencies, investors have a variety of objectives, such as growth, income, and security. Like police, investors make a variety of investments to accomplish these different objectives. Like police, investors face an endless array of choices about how to invest scarce resources. But investors have one great advantage over police

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Table 1: Crimes in UK 2002/2003

Crime type	Subtype	Total number	Starting point sentence days	Total CHI sentence days
Homicide		1,047	5,475	5,732,325
GBH	Intent	18,016	1,460	26,303,360
ABH		347,353	20	6,947,060
Assault		237,549	1	237,549
Rape		12,925	1,825	23,588,125
Sexual Assault		29,407	365	10,733,555
Robbery		110,271	365	40,248,915
Burglary	Dwelling	437,583	20	8,751,660
	Non-dwelling	452,516	20	9,050,320
Vehicle	Theft of	306,947	20	6,138,940
	Theft from	663,679	2	1,327,358
Theft	Theft from Person	148,488	20	2,969,760
	Shop	310,881	2	621,762
	Other	647,827	2	1,295,654
Criminal Damage	Arson	53,552	33	1,767,216
	Other	1,060,920	2	2,121,840
Fraud		312,806	20	6,256,120
Total		5,151,767		147,835,399

Table 2: Crimes in UK 2011/2012

Crime type	Subtype	Total number	Starting point sentence days	Total CHI sentence days
Homicide		553	5,475	3,027,675
GBH	Intent	17,777	1,460	25,954,20
ABH		301,223	20	6,024,460
Assault		202,509	1	202,509
Rape		16,038	1,825	29,269,350
Sexual Assault		22,057	365	8,050,805
Robbery		74,688	365	27,261,120
Burglary	Dwelling	245,312	20	4,906,240
	Non-dwelling	255,736	20	5,114,720
Vehicle	Theft of	85,803	20	1,716,060
	Theft from	300,377	2	600,754
Theft	Theft from person	100,588	20	2,011,760
	Shop	308,326	2	616,652
	Other	491,559	2	983,118
Damage	Arson	27,219	33	898,227
	Other	598,798	2	1,197,596
Fraud		181,023	20	3,620,460
Total		3,229,586		117,835,466

that makes the investors' job much easier: a common currency. Police can have a common currency as well, but only if the governmental framework allows them to use one. The specific ways in which it can be used are illustrated below.

Specific uses

CHI values can more meaningfully measure national trends in public safety year-on-year, annual comparisons in safety and performance across police forces, cities, and neighbourhoods, across individual offenders being arrested, prosecuted, and sentenced, and the match (or mismatch) of police and justice resources between investments in areas or offenders of differing CHI values. It could, for example, drive the allocation of funding to police, prosecutors, and probation based on the CHI value of their caseloads.

Example: home office grants to 43 agencies

The current system for allocating national revenues to local policing lacks both transparency and consistency. Recent attempts to change the model using ACORN data were extremely controversial (Police Professional, 2015) and illustrated the volatility, complexity, and low transparency of such approaches. Introducing a CHI would provide an opportunity to debate and adopt new principles for those allocations. The basis of a reallocation of police funding, but not the final decision, could be the CHI total or trends for each force. This metric of the level of harm in the force area each year could be averaged over 5 years, in order to increase reliability of the estimates despite large effects from small fluctuations in certain high-tariff crimes such as robbery. In order to be clear about the current state of harm in each area, the CHI calculations should be based only on events that occurred within the timeframe. That rule would prevent an estimation bias from a spike of reports about crimes alleged to have occurred decades earlier.

A further issue in comparing across and within jurisdictions over time is adjustment for population size. Biases for or against larger jurisdictions

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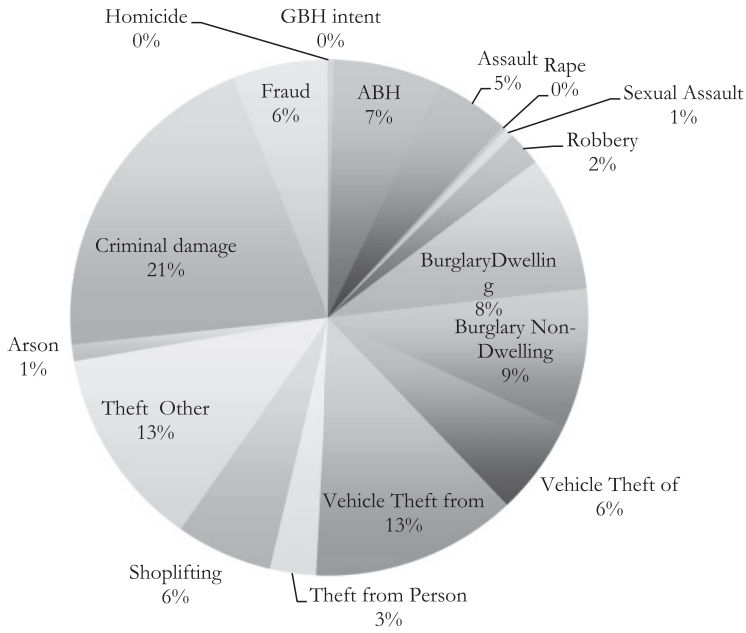

Figure 1: Crime in UK 2002/2003 by number of crimes.

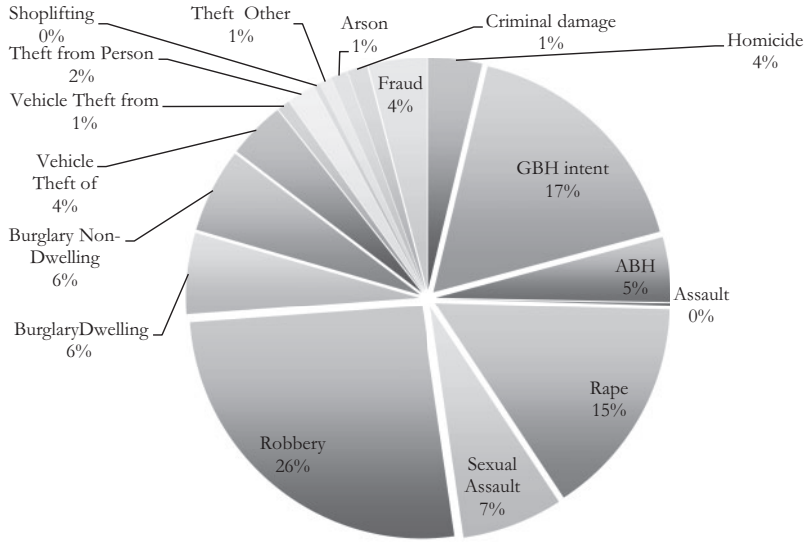

Figure 2: Crime in UK 2002/2003 weighted using the CHI.

can be avoided by dividing CHI values by the number of persons resident in each jurisdiction in each year, based on Census data and recent trends. CHI per 100,000 population would be an appropriate metric for these, if not all, community-level purposes.

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Geographic analysis of CHI versus patrol delivery

This analysis can now be done in every force using GPS monitors in radios or cars, showing the ratio between the CHI distribution across all land in the force area and the patrol time distribution. Crime mapping and GPS systems would make this a low-cost analysis to perform, and could also encourage police forces to allocate patrols more precisely in order to apply the conclusions of over 25 hot spots policing experiments, including 3 in UK, showing that the greater the time police and PCSOs spend patrolling high-crime places, the lower the crime rate.

Temporal analysis of CHI versus patrol delivery

This would be a similar analysis based on time of day and day of the week, without regard to location. That could reveal what HMIC has already identified as the widespread problem of under-staffing high CHI times and days, while over-staffing low-CHI weekday times. The research evidence suggests a closer match in time would reduce crime.

Investigative analysis of CHI by investigative time

The use of CHI could encourage a controversial discussion of how best to allocate investigative time. While there is good evidence that crimes differ in their solvability, there is not yet evidence that more time on solvable, or high-CHI, cases will increase convictions or help reduce crime. Using CHI to assess investigative resource allocation could stimulate further research on cost-effective investigations for crime reduction.

Recidivism analysis of CHI per offender

Compared with the baseline offending scores prior to police intervention, this analysis could combat the historic perverse incentives of giving police a 'tick' for making arrests that are often cautioned or given No Further Action. If incentives existed to handle each case in a way that reduced the CHI level of each offender's recidivism, the entire performance regime would turn towards crime reduction in a far more nuanced way. The Turning Point Project in West Midlands is an excellent example of this approach, in which police can take credit for not prosecuting first offenders by negotiating offender management plans under threat of prosecution as an alternative (Neyroud and Slothower, 2015). In addition to standard measure of recidivism, the experiment compared CHI levels of recidivism between those handled in that manner versus those randomly assigned to be prosecuted (from a pool of cases that are 100% approved by CPS for prosecution). If police learn how to reduce CHI levels of recidivism, that evidence can provide further guidance for responding to a CHI-based assessment process by HMIC, PCCs, or any other authority.

Any individual-level analysis of CHI, of course, must be adjusted for time at risk, just as jurisdictional CHI rates should reflect population size. Individuals cannot be compared on their CHI values very fairly unless their time at risk since age 18 years is held constant. If records can or will be computed from age 10 years, then that age would be the benchmark for any adjustment. The point is to avoid comparing absolute CHI values between older and younger offenders, when the older ones have had far many more days in which to commit crimes. By comparing the CHI values per 100 days since turning age 18 years, the comparisons will show a meaningful difference (if any) between offenders with fewer or greater convictions.

CHI arising from repeat domestic violence incidents

Much the same can be said about protecting victims of domestic violence. The use of predicted versus actual CHI in police handling of domestic abuse cases would change incentives away from a mere 'tick' to a focus on how to make life better for victims, or at least to reduce serious harm. No current system of monitoring domestic abuse in this country even compares police units based on CHI levels in recidivism, let alone comparing predicted to

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actual levels. Such a change in incentives and measurement could encourage police to put greater emphasis on evidence-based strategies for reducing harm to victims.

CHI arising from repeat anti-social behaviour calls

Some police forces have identified their repeat ASB cases. Yet the metric for success is crude: whether or not further calls occur. The issue is not whether police must return to a location. The issue is whether someone gets hurt, and how much harm they may suffer. Using a CHI, rather than a count, will offer police the right kind of encouragement for trying to find more effective solutions and not just manage the risk of criticism if high harm events do occur.

Completing the funding process

The complexity of the analyses suggested above demonstrates that no single funding formula is likely to make sense without field-testing the process. Just as heart surgeons negotiated the criteria for publishing their risk-adjusted patient death rates in open-heart surgery in New York in the early 1990s, chief constables and Police and Crime Commissioners would want to be consulted about how this radically new framework would work. Consultation can be about how, rather than whether, to deploy this toolkit of analyses. Even if that consultation occurs over 5 years, it would result in substantial progress towards focusing on CHI levels rather than crime counts. That, in turn, could sharpen the issues and choices around the settlement on a final funding formula that could guide the HMIC or Home Office in assessing the efficiency and effectiveness of each police agency.

Conclusion

This article is the first published specifications for how to operationalize Sherman's (2013) general proposal for a CHI. Our statement of methods for the Cambridge CHI can be put into immediate practice in UK, as they have been already in a growing number of British police agencies connected to the Cambridge Police Executive Programme. Bland and Ariel (2015), Weinborn et al. (2015), and other researchers have already put the Cambridge CHI to good use. Even studies in other countries have applied the Cambridge CHI in the absence of a well-developed local CHI—and in the process, stimulated the development of local CHIs in Uruguay, Western Australia, and elsewhere. Addressing issues as diverse as patterns of repeat domestic violence and the concentrations of CHI values in 'harm spots' (that can supplement 'hot spots' of crime counts), they have shown the clarity of using a single index rather than displaying multiple crime types. This clarity may not always be welcomed, especially when it is convenient to pick and choose crime types to shape a story about whether crime is better or worse. Yet both police and criminologists may find this clarity irresistible. It is only with a weighted index, in the form of the Cambridge CHI, that UK may finally be able to reach conclusions about crime that other methods cannot reach.

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POLICE AND CRIME COMMISSIONER FOR LEICESTERSHIRE

POLICE AND CRIME PANEL

Report of	**OFFICE OF POLICE AND CRIME COMMISSIONER**
Subject	**PEOPLE ZONES**
Date	**14 DECEMBER 2022**
Author	**CHIEF INSPECTOR NICOLA STREETS, STRATEGIC LEAD FOR PEOPLE ZONES**

Purpose of Report

1. The purpose of this report is to provide an update on People Zones to the Police & Crime Panel.

Recommendation

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

Background

3. People Zones is an initiative led by the project team in the Office of the Police and Crime Commissioner (OPCC). People Zones have been in place since 2018 under a previous Police & Crime Commissioner (PCC). There are currently 3 People Zones; Bell Foundry (Charnwood), New Parks (City), Thringstone & Whitwick (North West Leicestershire).

4. Evidence suggests that community cohesion and trust are seen as protective factors for ASB and crime: 'When neighbours know and trust each other, and share common expectations for their neighbourhood, they are more likely to take greater collective responsibility over public safety in their area' (Behavioural Insights Team, 2020)

5. Asset Based Community Development (ABCD) adopts a strength-based approach, and harnesses the assets, skills and networks within a community instead of focussing on what's wrong there. ABCD empowers communities to believe that they are the building blocks to positive change. Communities need investment to build relevant knowledge, skills and capacity.

6. In March 2022 the project team, supported by the PCC, redefined People Zones to allow for a greater focus on an Asset Based Community Development (ABCD) approach.

The Vision

7. To grow safer communities by building on strengths, creating connections, and empowering everyone to play a role.

Mapping for Change

8. On 1st June 2022 the OPCC awarded a contract to Mapping for Change (MfC) following a procurement process. The tender contained a requirement for the successful research company to understand the ABCD approach when undertaking research in order for them to be able to fully engage each People Zone. It was important to the Police and Crime Commissioner that the views of the community were listened to rather than making assumptions based on the data.

9. MfC have engaged with communities through a variety of methods; to include
   a. Workshops
   b. 1-2-1 interviews
   c. Pop up stalls
   d. Surveys* (Example shown in **Appendix A**)

   *Local organisations have been incentivised to promote the surveys so that each one completed through that organisation receive £1 per survey.

10. Following the research-stage, a full report of each People Zone, containing a summary and analysis of findings throughout the consultation will be provided, all of which will be publicly accessible. There will also be unlimited access to a publicly accessible online interactive Asset Map, that allows any asset contributions to be added to the map, such as Mental health services, food banks, youth services etc. An example of this is shown in **Appendix B**. A link to the Bell Foundry map can be found here: Project: Bell Foundry People Zone | People Zones - Community Maps.

11. OPCC staff will be trained in the ABCD approach to allow the establishment of any new People Zones to ensure that the project has long term sustainability.

12. In July 2022 MfC commenced their research and it is due to be completed by 31st December 2022. A full report has now been completed for Bell Foundry which is due to be shared with the community and partners. The New Parks report is in draft form and MfC are now into the research stage for Thringstone & Whitwick.

People Zones Activities

13. Steering group

Each People Zone will have a steering group which will include local residents, community leaders and local partners, with the long-term aim being for the group to be chaired by a community leader. The steering group will utilise the research report to connect assets in the area, understand the needs of the community and drive momentum within the People Zone. The option to promote and encourage the community to apply for grant funding for community projects within the People Zone will also be a consideration within the Steering Group.

14. Community Payback

Probation service users give back to their communities through 'unpaid services' (e.g. building objects, horticulture, volunteer placements within organisations). New Parks People Zone Community Payback is already underway with the OPCC funding materials to improve a small area selected by the community. This project is in partnership with probation service users from the local area to undertake the work at a community hub within the People Zone. The Community Payback team will also be offering service users to undertake work placements within local organisations in the People Zones to gain employability skills.

15. Mini Police

The 'Mini Police' scheme is an innovative police engagement programme for school children aged 8-11 years. The aim is to provide a fun and interactive way 'to introduce children to a positive experience of policing and to get them involved in the local community', focussing on local priorities such as litter picking or speeding etc. This will be piloted by Leicestershire Police in schools within the People Zones and is funded by the OPCC. This will begin in 2023 and will be supported by People Zones.

16. Lighting audit

One of the early considerations from the Bell Foundry report was that local residents didn't feel safe in the area when it was dark, with one of the main reasons for this being due to some of the lighting in the area needing repair. MfC and the OPCC arranged for interested local residents to be able to loan a mobile device containing an accessible bespoke mobile app to complete an area audit of the lighting problems. On 20th October 2022, a light audit walking party took place with local residents, MfC and the OPCC. Residents were shown how to use the app which can continually be updated and also utilised for any future potential projects. The data from the audit will be uploaded to the interactive asset map and analysed by the OPCC and Charnwood Borough Council to consider the findings. This approach is one that allows residents to feel empowered to make changes locally.

17. Community Leadership Programme

The Community Leadership Programme (CLP) aims to identify, develop and support a network of community leaders across Leicester, Leicestershire and Rutland (LLR). The CLP is led by the Violence Reduction Network (VRN) and the OPCC. There have already been two successful cohorts of CLP delivered, with a third cohort currently being recruited to commence before the end of 2022. For the third cohort, the People Zones team will be looking to recruit participants who live or work within a People Zone and can be supported to gain more skills and knowledge in Community Leadership to take back to their local areas. Some participants from the two previous cohorts have now joined the wider Community Leaders Network which works in partnership with statutory bodies to support communities, with People Zones as one of their focusses.

18. Grants Programme for People Zones

People Zones will benefit from a grants programme which will be launched post research stage. This will allow grants to be applied for by the community based on the research results allowing for improvements to be made based on any gaps identified by people who live and work in the community.

Promotional activity

19. The following promotional work has been done to support People Zones

a. Website to allow signposting, contact and to advertise research milestones and events– www.peoplezones.co.uk
b. Animated video which provides an overview of People Zones - https://www.youtube.com/watch?v=2MsdT0CjW5s
c. Eco friendly merchandise, to include herb seeds, tote bag, water bottles etc.
d. A brand-new logo launched
e. Launch event for T&W, New Parks and Bell Foundry

Partnership working

20. It is vital that People Zones have the support of partners to succeed. This is a community led initiative but requires a network to continue to build on the successes of local residents, leaders and businesses. There has been a considerable amount of support from the local Neighbourhood Policing Teams and relevant council bodies; North west Leicestershire, Charnwood Borough Council and Leicester City Council. Work will continue with council partners and wider to ensure they are connected and updated.

Next Steps

21. The steering group for each People Zone will review the research report and consider their mission statement and priorities for the coming 12 months. They will be supported by the project team in the OPCC. Each People Zone will have an asset map that will have started to take shape during the research stage and this will continue through the steering group. Activities such as Mental Health Wellbeing days, litter picking days and Crimestopper zones are ideas that have been discussed during the research. To create sustainable change, this must be led by the local community with the support of the OPCC and emphasised that ABCD is not a 'do to' approach. The project team will then look to identify further People Zones. It must also be noted that each People Zone is unique and a 'one size fits all' approach would not be suitable. The research reports will be shared with the Police and Crime panel along with an updated report.

Evaluation and Long-Term Outcomes

22. There will be an evaluation of People Zones in late 2023 to review the progress of the project. All 3 research reports will be reviewed for key themes. The project team will consider ways to measures the priorities from those themes which will be set and agreed by the steering group. The same survey used in the research stage will be conducted by the People Zone project team and the results will be evaluated.

23. The longer-term outcomes, would be for communities in People Zones to be more cohesive and feel safe. It is for residents feel empowered and take pride in their communities, a reduced demand on statutory services with residents reporting a better quality of life and finally, a reduction in ASB and crime.

Staffing

24. The following are committed to the ongoing development of People Zones

a. Strategic Lead - Police officer seconded to the OPCC

b. Community Development Lead x 1 permanent
c. Community Development Officer x 1 18-month FTC
d. Community Development Officer x 1 12-month FTC

Finance

25. The budget for People Zones for this financial year (2022/23) is £150k. This has been split £50k per People Zone.

26. The budget for 2023/24 will be considered and set over the next month.

List of Attachments / Appendices

Appendix A – Example of People Zone survey
Appendix B – Interactive Asset Map

Persons to Contact

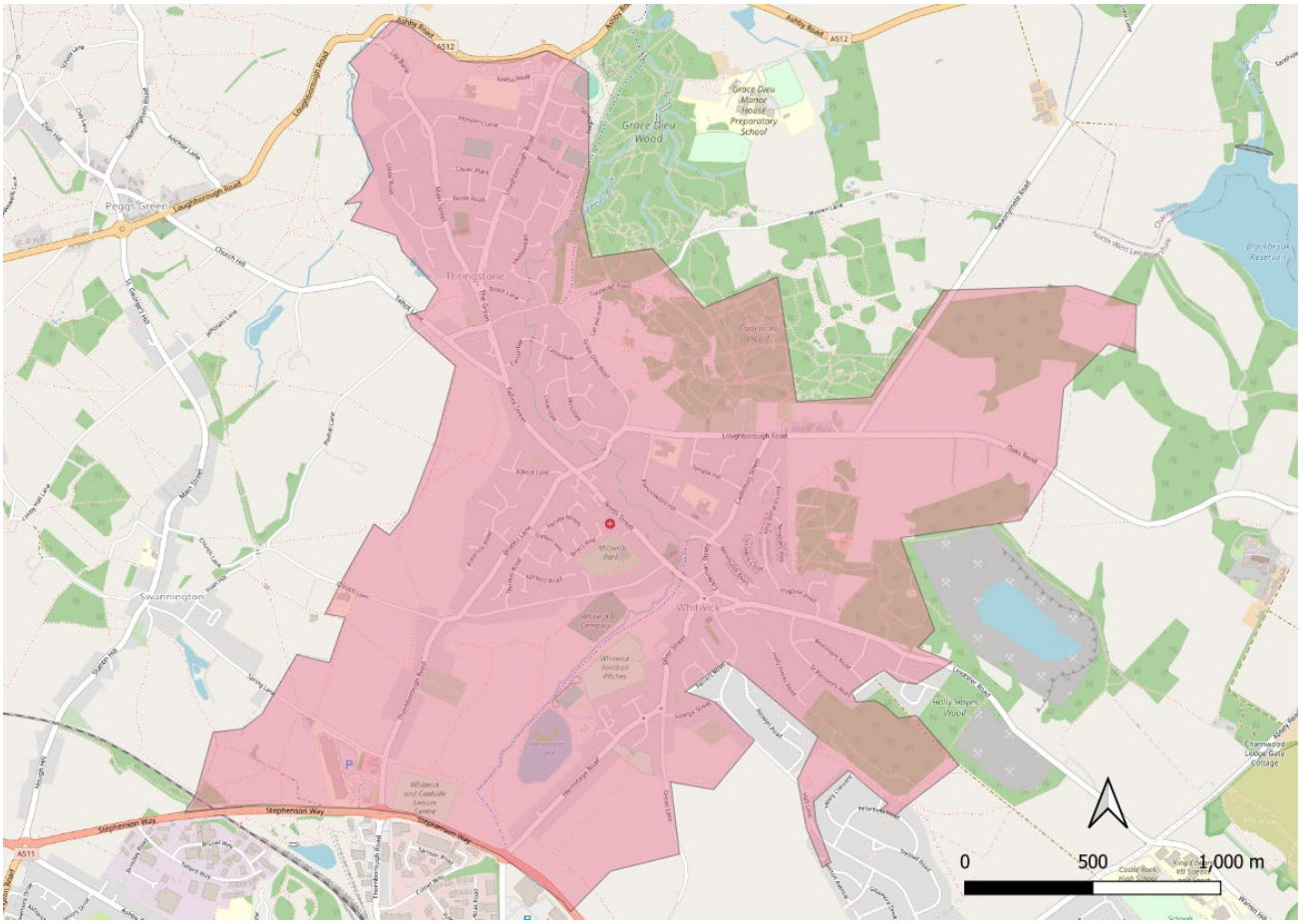
Chief Inspector Streets – People.Zones@leics.police.uk

Thringstone and Whitwick People Zone Resident Survey

We would love to hear your views and ideas about the Thringstone and Whitwick People Zone (see map). The survey should take around 10 minutes to answer. This is an opportunity for you to help to shape how different local organisations and the community can work together to develop a People Zone and a brighter future for Thringstone and Whitwick. **All answers will be anonymous**.

What is a People Zone?

The Thringstone and Whitwick People Zone has been set up by the Office of the Police and Crime Commissioner to bring local people and agencies together, to make a positive difference to the area around Thringstone and Whitwick. By working in partnership, we can build on the strengths within the area and also look to identify any potential challenges which we can overcome together.



This research is being carried out by Mapping for Change CIC on behalf of the Office of the Police and Crime Commissioner. To find out more about the project, please visit https://www.peoplezones.co.uk
To enquire about this survey or the Thringstone and Whitwick People Zone, please email People.Zones@leics.police.uk

1) The map above shows the boundary of the Thringstone and Whitwick People Zone in pink. Please tick **which best describes** you:

- ☐ I live within this area
- ☐ I work within this area
- ☐ I live and work within this area
- ☐ I am visiting this area

2) How did you hear about this survey? (Tick **one only**, we will donate £1 for this completed survey to the organisation you select*)

- ☐ The Charles Booth Centre
- ☐ Thringstone Members Club
- ☐ Friends of Thringstone
- ☐ St John the Baptist Church
- ☐ Whitwick U3A
- ☐ Thringstone: St Andrew
- ☐ Coalville Rugby Club
- ☐ Thringstone Miners Social Centre
- ☐ Hall Lane Methodist Church
- ☐ Friends of Grace Dieu Priory
- ☐ NWL Model Engineers
- ☐ Thringstone WI
- ☐ Thringstone Bowls Club
- ☐ None
- ☐ Whitwick Methodist Church
- ☐ Whitwick Historical Group
- ☐ Whitwick Baptist Church
- ☐ Woodstock in Whitwick
- ☐ Meadow Barn View
- ☐ Grace Dieu Cricket Club
- ☐ Other: _____

*Up to a maximum total donation of £500

3) What three words would you use to describe the Thringstone and Whitwick area?

_____

4) What do you like most about living in the Thringstone and Whitwick area?

_____

5) What do you like least about living in the Thringstone and Whitwick area?

_____

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To enquire about this survey or the Thringstone and Whitwick People Zone, please email People.Zones@leics.police.uk

6) Which, if any of the following local assets, organisations or groups do you use or visit? Tick all that apply:

- ☐ The Charles Booth Centre
- ☐ Thringstone Members Club
- ☐ Friends of Thringstone
- ☐ St John the Baptist Church
- ☐ Whitwick U3A
- ☐ Thringstone; St Andrew
- ☐ Coalville Rugby Club
- ☐ Thringstone Miners Social Centre
- ☐ Hall Lane Methodist Church
- ☐ Friends of Grace Dieu Priory
- ☐ NWL Model Engineers
- ☐ Thringstone WI
- ☐ Thringstone Bowls Club
- ☐ None
- ☐ Whitwick Methodist Church
- ☐ Whitwick Historical Group
- ☐ Whitwick Baptist Church
- ☐ Woodstock in Whitwick
- ☐ Meadow Barn View
- ☐ Grace Dieu Cricket Club
- ☐ Other: _____

7) Do you ever ask people in the community, such as neighbours, for help e.g. with shopping or for emotional support?

_____

8) Do you ever informally support people in the community, e.g. babysit, bake cakes or dog walk?

_____

9) Do you contribute to any locally organised activities, e.g. volunteer at the community centre or local allotment?

_____

10) Would you like more opportunities to contribute to local activities and community services?

_____

11) What do you think a friend or family member would say your top 3 talents/skills are?

_____

This research is being carried out by Mapping for Change CIC on behalf of the Office of the Police and Crime Commissioner. To find out more about the project, please visit https://www.peoplezones.co.uk
To enquire about this survey or the Thringstone and Whitwick People Zone, please email People.Zones@leics.police.uk

12) How safe do you feel travelling around the Thringstone and Whitwick area?

- ☐ Always feel safe
- ☐ Feel safe during the day
- ☐ Feel safe at night
- ☐ Never feel safe

13) How likely are you to report a local crime or anti-social behaviour?

- ☐ Likely to report it
- ☐ It would depend on the situation
- ☐ Unlikely to report it
- ☐ More likely to tell someone else, for example a community leader, than report it to the police

14) Please list any particular areas where you are worried about your personal safety in the Thringstone and Whitwick area?

_____

_____

15) What would you consider to be the biggest area of concern locally?

- ☐ Lack of local services/ facilities
- ☐ Crime and anti-social behaviour
- ☐ Not enough mental health support
- ☐ Lack of youth activities
- ☐ Nowhere to socialise
- ☐ Isolation and loneliness
- ☐ Fly-tipping and litter
- ☐ Other_____

16) Have you ever heard of People Zones before receiving this survey?

☐ Yes ☐ No ☐ Not sure

17) How do you usually find out about local news and events? Tick all that apply

☐ Local newspaper	☐ Online	☐ Social media, e.g. Facebook
☐ Neighbours	☐ Local groups	☐ Posters/flyers
☐ Newsletters	☐ Other_____	

The following questions are optional, but by answering them you will be helping us understand if we are collecting the views of **all** the community

What age were you on your last birthday?

- ☐ 0-15
- ☐ 16-24
- ☐ 25-34
- ☐ 35-44
- ☐ 45-54
- ☐ 55-64
- ☐ 65-74
- ☐ 75 or above
- ☐ Prefer not to say

What is your ethnic group?

- ☐ Asian
- ☐ Black
- ☐ Chinese
- ☐ Mixed background
- ☐ White
- ☐ Other ethnic

Do you have a disability? If yes please let us know what your disability is, if you feel comfortable sharing the information

- ☐ Yes _____
- ☐ No
- ☐ Prefer not to say

How would you describe your religious belief?

- ☐ Christian
- ☐ Hindu
- ☐ Muslim
- ☐ Sikh
- ☐ Jewish
- ☐ Bahia
- ☐ Buddhist
- ☐ Jain
- ☐ Spiritualist
- ☐ Pagan
- ☐ Jehovah Witness
- ☐ Agnostic
- ☐ Atheist
- ☐ Prefer not to say
- ☐ Other _____

How would you describe your sexual orientation?

- ☐ Bisexual
- ☐ Heterosexual
- ☐ Gay female/ lesbian
- ☐ Gay male
- ☐ Prefer not to self-describe
- ☐ Prefer not to say

Which of the following describes how you think of yourself?

- ☐ Male
- ☐ Female
- ☐ Non-binary
- ☐ Prefer not to self-describe
- ☐ Prefer not to say

Is your gender identity the same as the sex you were assigned at birth?

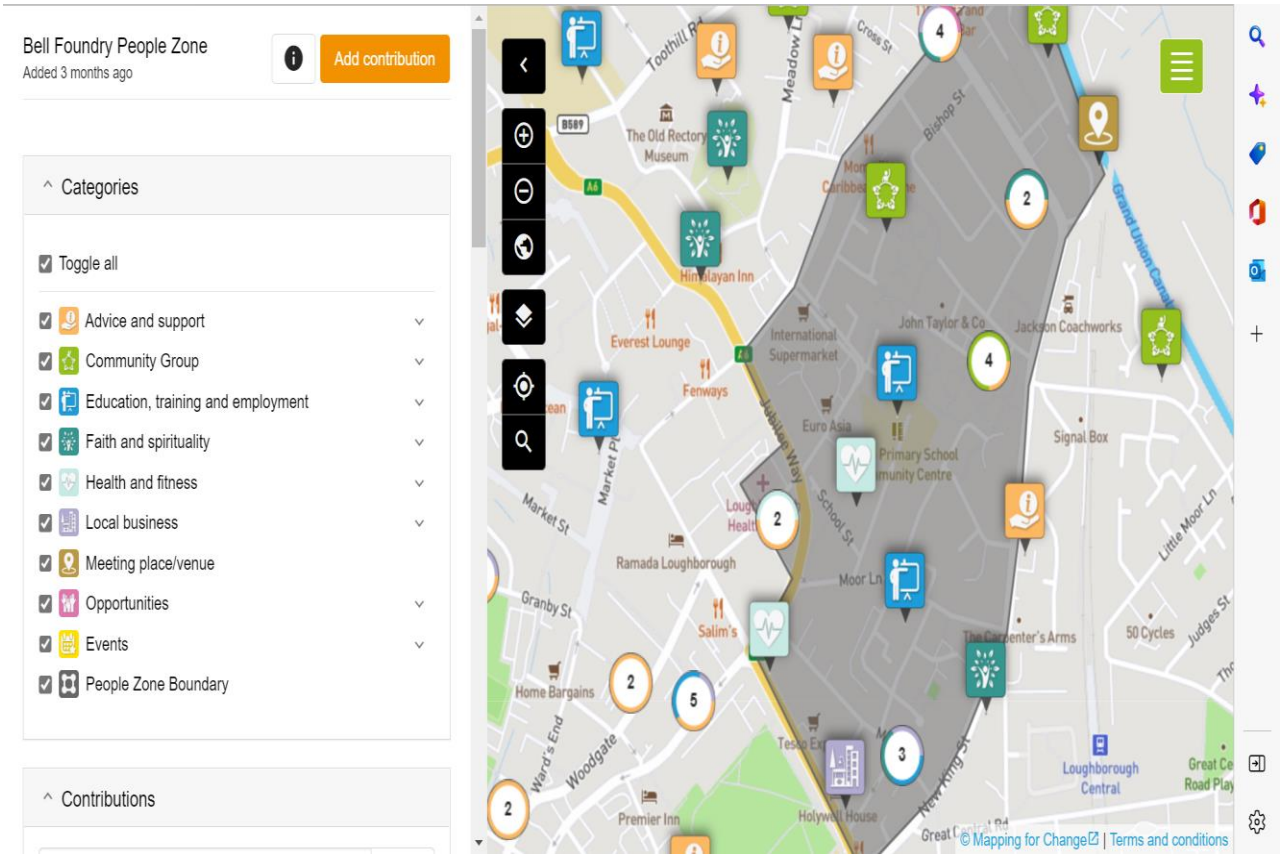
- ☐ Yes
- ☐ No
- ☐ Prefer not to say

Thank you for your time! Once we have heard from as many residents as possible, we will report back on what you have collectively told us. We will share the report via the organisations who have distributed the survey but if you would like an electronic copy of the report, please email info@mappingforchange.org.uk.

Appendix B

Example Asset Map – Bell Foundry

Assets can be added by members of the community and partners. The page is accessible to all and you can filter to your specific needs.



LEICESTER, LEICESTERSHIRE AND RUTLAND

POLICE AND CRIME PANEL – 14th DECEMBER 2022

REPORT OF THE CITY BARRISTER – LEICESTER CITY COUNCIL

ANNUAL REPORT ON COMPLAINTS AGAINST THE POLICE AND CRIME COMMISSIONER

Purpose of Report

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

Policy Framework and Previous Decisions

2. At its meeting on 20th December 2012, the Panel delegated authority to the County Solicitor (now the City Barrister) to:-

   a) act as the first point of contact for complaints.

   b) make decisions in consultation with the Chairman of the Panel as to whether -
      i. a complaint has been made which requires resolution under the complaint's procedure;
      ii. that complaint should be referred to the Independent Police Complaints Commission;
      iii. the complaint should be subject to the informal resolution process.

   c) make arrangements for the process of informal resolution

   d) in consultation with the Chairman and Vice Chairman, to resolve complaints informally or to arrange for a meeting of the Sub-Committee of the Panel to resolve complaints informally.

3. The Panel reviewed and updated the complaints procedure as part of its review of the Constitution in December 2021 and the process referred to above was amended in one respect as follows – "*At a further meeting on 2nd December 2021 the Panel amended the delegation at ii (2) in the light of legal advice, and delegated to the Chief Executive of the OPCC (rather than the Monitoring Officer) the power to refer relevant complaints to the IOPC*"

Background

4. The Police Reform and Social Responsibility Act 2011 and the Elected Local Policing Bodies (Complaints and Misconduct) Regulations 2012 set out certain responsibilities on the Police and Crime Panel to deal with complaints against the PCC and conduct matters.

5. The Regulations require the Panel to (i) make suitable arrangements for receiving and recording complaints, for (ii) the initial sorting of complaints to determine whether they appear to have criminal elements which would require referral to the Chief Executive of the OPCC (who in turn is responsible for deciding whether to refer on to the Independent Office for Police Conduct; and (iii) to informally resolve complaints that do not have a criminal element. Informal resolution is intended to represent a locally agreed process involving engagement with the complainant and the person complained against. It does not permit an investigation of the complaint and the Panel is prohibited from taking any action intended to gather further information other than inviting comments from the complainant and PCC.

Complaints against the PCC received in 2021

6. Since the last report was issued in December 2021 two complaints have been referred to the City Barrister. The first of these was discussed by the Monitoring Officer with the PCP Chair Councillor Taylor. This complaint concerned the PCC's decision to review the composition and role of the Ethics Committee. Mr Matthews cooperated fully with the Panel's request for information/explanation. Once this exchange was complete the Mr Matthews provided his response to the complainants, and the matters were subsequently closed. The second complaint is still being considered and having received some information from the PCC the Monitoring Officer is yet to decide whether he has jurisdiction. The matter appears to concern a procedure (namely the

reviewing of operational policing complaints) which is undertaken by the OPCC (the office) and not one which has any direct input of the PCC himself. If this is verified, then the Monitoring Officer will conclude that it is not a “conduct” matter.

Recommendations

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

Officer to Contact:

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

E-mail: Kamal.Adatia@leicester.gov.uk

THE LLR POLICE AND CRIME PANELS WORK PROGRAMME 2022

DATES	ITEM	COMMENTS
Weds 14th Dec 22 at 1pm	• Complaints against PCC Annual Report • Panel Constitution &Terms of Reference Annual Review • PCC Strategy Reports (Commissioning) • PCC Involvement in the Local Criminal Justice System • CSP funding update • People Zones Report • Task Group Report s106 review outcomes	To provide details of the Commissioning Strategy Highlighting animated video
Weds 1st Feb 23	• Pre-Cept and Budget 22/23 • Efficiency Savings update report • PCC Strategy Report (Estates) • OPCC Corporate Governance Board update • Ethics & Transparency Panel update	• • To include specific examples and progress against the savings target • Deferred from Dec meeting • Deferred from Dec meeting • Deferred from Dec meeting
Wes 16th Feb 23	• Provisional meeting date to be used – if veto exercised on pre-cept	
Mon 6th March 23	• Police and Crime Plan update report • Domestic Abuse & Related Alcohol Use update report • Perpetrator Intervention Provision report	To include data and outcomes
Thurs 22nd	• Recruitment and Retention update report	including force demographic BAME, ESOL recruit/promotion; explore reasons for officers leaving in

June 23	• Leicestershire Academy report • Prevent and Hate Crime Report	the first 2 years of service and challenges of gaps in experience. to provide an insight into the work of Leicestershire Academy to correspond with any update on the review
Weds 26th July 23	• Modern Day Slavery/Human Trafficking Report • Police and Crime Plan update report	Insight report
Weds 4th October 23	•	
Weds 13th December 23	•	
Other Suggested items to be scheduled	• Emergency Services Network update • Annual Report for Independent Custody Visitors • Local Criminal Justice Board • Police and Crime Plan update	To provide update on timeline for implementation and budget impacts as programme progresses Report to include details of issues, steps taken to address and outcome of board meetings For Regular updates

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

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

Other

- Panel visit to a commissioned service – Panel secretariat to liaise on dates, (looking towards February 2023)