



Leicester
City Council

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

DATE: MONDAY, 9 OCTOBER 2023

TIME: 1:00 pm

**PLACE: Meeting Rooms G.01 and G.02, Ground Floor, City Hall, 115
Charles Street, Leicester, LE1 1FZ**

Members of the Panel

Councillor Taylor (Chair)

Councillor Russell (Vice-Chair)

Councillors Agath, Allnatt, Blackshaw, Clarke, Joannou, Loydall, Mullaney,
Phillimore, Wise, Woodiwiss 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:

Jacob Mann, Senior Democratic Support Officer,

Tel: 0116 4546350, e-mail: committees@leicester.gov.uk

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

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- ✓ where filming, to only focus on those people actively participating in the meeting;
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Further information

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

Jacob Mann, Democratic Support on 0116 4546350. Alternatively, email committees@leicester.gov.uk, or call in at City Hall.

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PUBLIC SESSION

AGENDA

NOTE:

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

1. APOLOGIES FOR ABSENCE

2. DECLARATIONS OF INTEREST

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

3. MINUTES OF THE LAST MEETING: Item 3, page 1

The minutes of the following meetings held on

26 July 2023 Ordinary Meeting

10 August 2023 Confirmation Hearing for appointment to the role of Chief Executive Officer

are attached and Members will be asked to confirm they are an accurate record.

4. PUBLIC QUESTIONS

None received.

5. COMMISSIONER'S UPDATE TO POLICE AND CRIME Item 5, page 15 PANEL

Members to receive a report to provide the panel with an update on the activities undertaken by the Commissioner, his deputy and OPCC in relation to the delivery of the Police and Crime Plan and the Commissioner's statutory duties covering the period June 2023 – Sept 2023.

6. POLICE AND CRIME COMMISSIONER ANNUAL Item 6, page 21 REPORT 2022/23

Members to receive a report to present the draft Annual Report (Appendix A) for the Police and Crime Commissioner for Leicestershire for the period of 1st April 2022 to the 31st March 2023 in accordance with Section 12 of the Police Reform and Social Responsibility Act 2011 (PRSRA).

7. POLICE AND CRIME COMMISSIONER STRATEGY REPORT – ESTATES INSIGHT REPORT **Item 7, page 37**

Members to receive a report to give an update on the current Police Estate; providing an update on the current capital programme, ongoing projects and S106.

8. MODERN DAY SLAVERY AND HUMAN TRAFFICKING **Item 8, page 43**

Members to receive a report to provide the panel with an update on the Forces positions with regards to Modern slavery and Human Trafficking (MSHT).

9. DOMESTIC ABUSE AND VIOLENCE AGAINST WOMEN AND GIRLS UPDATE **Item 9, page 47**

Members to receive a report to provide the panel with an update on the data, activities and outcomes relating to Domestic abuse (DA) and Violence Against Women and Girls (VAWG)

10. CORPORATE GOVERNANCE BOARD REPORT **Item 10, page 59**

Members to receive a report to provide the Panel with an update of the Corporate Governance Boards held in April 2023, June 2023 and July 2023, and the oversight of Leicestershire Police performance by the Police and Crime Commissioner for Leicester, Leicestershire and Rutland and his Office.

11. EFFICIENCY SAVINGS 2023-24 **Item 11, page 115**

Members to receive a report which outlines the approach taken to address the in-year budget gap of £3.9 million and the in-year savings that will be achieved.

12. RECRUITMENT AND RETENTION ANNUAL REPORT **Item 12, page 119**

Members to receive a report to provide the Police and Crime Panel the updated annual recruitment and retention report of Leicestershire Police.

13. WORK PROGRAMME **Item 13, page 141**

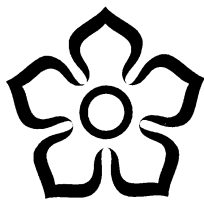
Members will be asked to note the work programme and consider any future items for inclusion.

14. DATE OF NEXT MEETING

The next meeting is to be held on Wednesday 13 December at 1pm, location to be confirmed.

Dates for 2024 will be set in consultation with the Chair and Vice-Chair and Members will be notified as soon as they are confirmed.

15. ANY OTHER URGENT BUSINESS



Leicester
City Council

Item 3

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

Held: WEDNESDAY, 26 JULY 2023 at 1:00 pm

P R E S E N T :

Councillor Taylor (Chair)
Councillor Russell (Vice-Chair)
Councillor Agath
Councillor Alnatt
Councillor Blackshaw
Councillor Clarke
Councillor Joannou
Councillor Loydall
Councillor Mullaney
Councillor Phillimore
Councillor Wise
Parisha Chavda – Independent Member
Salma Mansoor – Independent Member

In Attendance:

Mr Rupert Matthews – Police and Crime Commissioner
Mrs Rani Mahal – Deputy Police and Crime Commissioner
Mr Elizabeth Starr – Director of Performance and Governance

Also Present:

Mr Kamal Adatia – Monitoring Officer
Mr Jacob Mann – Senior Democratic Support Officer

* * * * *

1. ELECTION OF CHAIR FOR 2023-24 MUNICIPAL YEAR

The Monitoring Officer opened the meeting and welcomed those present.

Nominations for the role of Chair of the Leicester, Leicestershire and Rutland Police and Crime Panel were invited.

It was proposed, seconded and upon being put to the vote carried that Deborah Taylor take the position of Chair for the municipal year 2023-24.

RESOLVED:

That Deborah Taylor be elected as Chair of the Leicester, Leicestershire and Rutland Police and Crime Panel for the municipal year 2023-24.

2. ELECTION OF VICE-CHAIR FOR 2023-24 MUNICIPAL YEAR

Nominations for the role of Vice-Chair of the Leicester, Leicestershire and Rutland Police and Crime Panel were invited.

It was proposed, seconded and upon being put to the vote carried that Sarah Russell take the position of Vice-Chair for the municipal year 2023-24.

RESOLVED:

That Sarah Russell be elected as Vice-Chair of the Leicester, Leicestershire and Rutland Police and Crime Panel for the municipal year 2023-24.

3. APOLOGIES FOR ABSENCE

Apologies were received from Councillor Wyatt.

4. DECLARATIONS OF INTEREST

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

There were no declarations.

5. MINUTES OF PREVIOUS MEETINGS

RESOLVED:

That the minutes of the meetings held on:

Confirmation Hearing for appointment to the role of Interim Chief Executive Officer 6th March 2023

Confirmation Hearing for appointment to the role of Interim Chief Finance Officer 6th March 2023

Ordinary meeting 6th March 2023

were confirmed as a correct record.

6. PANEL MEMBERSHIP 2023-24

The Monitoring Officer submitted a report to consider the Panel's membership

and any changes required to meet the balanced appointment objective as required by legislation.

It was noted that the 13 elected Panel Members needed to represent the political makeup of LLR and all the Councils of LLR. Following changes to political balance as a result of the 2023 local elections, negotiations had taken place to ensure appropriate political balance for the Panel. Following this a political balance was in place that was compliant with political balance requirements.

The Chair stated that she was happy to accept the membership and balance laid out in the report.

In response to a question on the political balance it was noted that given the political balance of the whole of LLR, there should proportionally be one independent elected member. However, it was felt that the balance in the Panel was still acceptable and more representative than in previous years.

It was noted that the representative from North West Leicestershire was currently Councillor Wyatt from the Liberal Democrats, however to give the Conservatives the five members they were entitled to it had been agreed that Councillor Woodman would take his place following the next North West Leicestershire Full Council meeting.

It was noted that the two independent members were appointed through a recruitment process.

RESOLVED:

That the contents of the report be noted.

7. PUBLIC QUESTIONS

None received for this meeting.

In response to a question on how the option to submit public questions to the Board was advertised, it was noted that there was a page on Leicester City Council's website outlining how to submit a question and the criteria for questions.

8. LLR POLICE AND CRIME PANEL'S ANNUAL REPORT (2022-23)

Panel members received the Leicester, Leicestershire and Rutland Police and Crime Panel Annual Report highlighting the activities undertaken by the Panel during the 2022-23 municipal year.

In response to concerns raised that the report overly sanitised certain points of challenge between Panel members and the Police and Crime Commissioner it was noted that the report was primarily focused on recording the impartial facts of the Panel's work.

It was noted that a statement had previously been made at a meeting of the Panel by the Chair on the concerns around the multiple interim appointments by the PCC to OPCC offices. This had not been included in the report and it was suggested that the report be amended to include this.

RESOLVED:

That the Leicester, Leicestershire, and Rutland Police and Crime Panel Annual Report be approved subject to amendments based on the comments made above.

9. PREVENT STRATEGY AND HATE CRIME STRATEGY UPDATE REPORT

The Panel considered a report which provided an update on the work of Prevent and current processes on hate crime and hate incidents.

The PCC presented the report, commenting on the seriousness of hate crime and that Leicester as a diverse city needed to combat it. It was noted that the report included changes to the reporting process for hate crime. The PCC stated that he was very happy with how the force handled these issues.

There was discussion on the role of the OPCC in dealing with Prevent and hate crime. It was noted that the role of the PCC in this was to set overarching strategies and keep track of work through the Monitoring Office. It was requested that in future reports the work of the OPCC in areas reported on be more clearly shown, with actions and funding laid out.

In relation to the funding that the OPCC gave to the force for this work, it was noted that this work came under a higher-level heading for funding and that the OPCC needed to support the workstreams under each budget heading with that funding.

In response to a question on how gaps in service were identified it was noted that the OPCC regularly looked at figures to see trends and challenge the force on them through forums such as the Corporate Governance Board.

RESOLVED:

1. That the contents of the report be noted.
2. That OPCC Officers consider how future reports could include more detail of actions from the OPCC related to the work in question.

10. S106 FUNDING POST REVIEW UPDATE

The Panel received a report to provide an update on how the Force was implementing the recommendations that were provided as part of the Police and Crime Panel Tasking group S106 funding review.

The PCC introduced the report, it was noted that the report was not exhaustive and provided an update on the current situation. It was stated that the Police

were reliant on the relevant Local Authorities for this work.

The Chair requested that an update on this work be brought to every Panel meeting for the immediate future. Panel Members felt it was important to continue monitoring this work.

The Chair noted that now the funds assigned directly to the Police had been spent it was now time to collect the repurposed funds from Local Authorities and that someone would soon be coming in-post who would be dedicated to S106 work. The PCC stated that having a full-time officer on this work would bring consistency and avoid previous issues.

In response to a question about examples of Planning Authorities willingly looking at S106 categories it was noted that Oadby and Wigston had set an example in how much they had repurposed. The PCC stated that it would be helpful if Panel Members could intervene in their own Councils to stop S106 funding being blocked from the Police. Panel Members stated that Planning Authorities and developers should be broader in thought about how S106 funds could be spent in different ways.

In response to a point raised about cross-county project funding, it was noted that the main challenge with the current S106 funding was it was limited to mitigating the impact of new developments for the local area only and needed to be repurposed to fit current Police needs.

In response to a question, it was noted that the dedicated S106 officer would be employed by the force not the OPCC.

RESOLVED:

1. That the contents of the report be noted
2. That regular updates on S106 funding be brought to the Panel.

11. GENERAL UPDATE ON WORK OF THE OFFICE OF THE POLICE AND CRIME COMMISSIONER

The Panel received a report to provide an update on the activities undertaken by the Commissioner, his deputy and OPCC in relation to the delivery of the Police and Crime Plan and the Commissioner's statutory duties covering the period March - June 2023. Also included was a report on People Zones.

The PCC presented the report, it was noted that:

- Several workshops had been held to help voluntary organizations with writing successful funding bids which didn't fall on technical grounds. These workshops had been very well subscribed, therefore further workshops would be held.
- The recently established Ethics and Transparency Panel had begun to

hold regular meetings and were now looking at a wide range of important issues within the Force with an aim to improve public trust.

- The Local Criminal Justice Board (LCJB) was now chaired by the Chief Constable. However, the OPCC was continuing to attend and administer the LCJB.

Members of the Panel were requested to give their views on the formatting and information included within the report so any changes could be made. Panel Members welcomed the concise information and headline views of the report. It was requested that the report also include data on PCC visits, including the specific location of the visits with a map and how they were initiated. It was noted that a map of visits would be included in the PCCs Annual Report.

There was extended discussion between Panel Members, OPCC Officers, and the PCC on the issue of the Chief Constable chairing the LCJB. The PCC stated that the Chief Constable had suggested that as he was Chair of the National Police Chiefs Council that it would be appropriate for him to Chair the local portfolio as national and local work could be linked together, this had been sounded out with partners within the organisation who had seen the logic for the change. The Chairing arrangements were subject to review, this would involve consulting with the other bodies on the LCJB.

It was noted that the majority of LCJBs across the country were Chaired by PCCs. Concerns were raised that this dual role of Chief Constable and Chair of the LCJB presented a conflict of interest. The PCC stated that this issue had been reviewed when the change was suggested and that no potential conflict of interest was found. It was noted that previously Chief Constables had Chaired LCJBs when there was a more regional structure and that this had only changed with the introduction of PCCs. It was noted that the OPCC still had independent oversight of the data going to the LCJB and that the work of the LCJB was scrutinised at the Corporate Governance Board.

It was noted that national guidance suggested that an amendment would soon be made to give LCJBs a statutory footing and mandate that the PCC acted as Chair. The PCC stated that if that was mandated then the LCJB would comply.

It was noted that the Assistant Chief Constable was the Deputy-Chair of the LCJB, suggesting that this was more just than about the individual regarding Chairing arrangements.

In response to these concerns certain Panel Members spoke in favor of the change noting that national expertise being brought into the LCJB was positive.

An update on People Zones was requested, it was noted that these Zones were put in place in specific areas of high deprivation and high crime rates, representatives from different agencies and groups in the area would be brought together to cooperate to improve the area. Some funding was available as part of this for voluntary groups. There were currently 3 active Zones and these were working well. The next steps were to scale back OPCC support to allow the Zones to be run independently and use the resources to establish

new Zones. Work was now ongoing to identify areas which fit the profile for a Zone. Quantitative data on the impact of these Zones would be reported on in future however a lot of this work was focused on a longer-term impact.

RESOLVED:

1. That the Panel notes the report.
2. That the Panel requests that Members comments be noted by OPCC staff.
3. That the Panel requests that the potential conflict of interest from the Chief Constable Chairing the LCJB be investigated.
4. That the Panel requests that future reporting provide details of the location and reason for PCC visits.

12. DOMESTIC ABUSE PERPETRATOR PROGRAMME HOME OFFICE FUNDING

The Panel received a report to provide an update regarding the Domestic Abuse Perpetrator Programme located at the Jenkins Centre in Leicester, the funding acquired and the internal evaluation of the previous service.

The PCC presented the report, it was noted that all names included in the report were anonymised. This work sought to change the perspective of domestic abuse work to have more of a focus on rehabilitating perpetrators. This work would not be cheap however it was considered to be worth it if it broke the cycle. The City Council provided separate funding to the Jenkins Centre however there was no duplication in the funding.

The Chair expressed disappointment in the delay in receiving funding from the Home Office.

The Chair expressed concerns around the value for money calculation in the report. The concern was that many additional factors were not taken into account such as the impact on wider families and the cost for Local Authorities and Health in dealing with issues related to that impact. The PCC stated that he was willing to consider this however it would be hard to put a definite figure on the costs of some of those factors. In response to this it was noted that there was national evidence of the wider cost benefit of perpetrator services.

It was requested that information be provided into how the OPCC had been working with Commissioners to look into a range of different domestic abuse services.

Clarity over the issue of who was providing match funding was sought. It was requested that details of match funding be provided in future reports.

RESOLVED:

1. That the Panel notes the report.
2. That the Panel requests that the value for money evaluation be

amended to include potential savings from wider factors.

3. That the Panel requests that details be provided as to how the OPCC had been working with Commissioners to look into a range of different domestic abuse services.
4. That the Panel requests that details of match funding be provided and be included in future reports.

13. CORPORATE GOVERNANCE BOARD REPORT

The Panel received a report to provide an update of the Corporate Governance Board and the oversight of Leicestershire Police performance by the Police and Crime Commissioner for Leicester, Leicestershire and Rutland and his Office.

The PCC presented the report, it was noted that this was an ongoing process with the PCC and Chief Constable regularly meeting. The Corporate Governance Board was the formal means of doing this work where the Chief Constable could bring reports and the PCC could ask for reports on areas of concern.

In response to questions from Panel Members it was noted that, with regard to figures on burglaries, there had been an issue in Oadby and Wigston, a special operation on this had resulted in several arrests and it was hoped that the issue would now tail off.

It was also noted that in future, reports from all previous meetings would be included in the report. Future reporting would also include follow-ups on actions arising from the meetings.

In response to a question on Transit Camps it was noted that conversations with the Districts were ongoing.

RESOLVED:

That the Panel notes the report.

14. WORK PROGRAMME

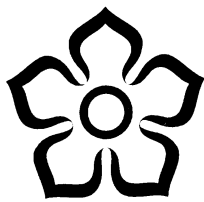
It was requested that the slavery report scheduled for October include considerations of asylum seekers including details of Operation Tacit.

It was suggested that the Panel in future consider how the PCC would overview reforms to the Police's approach to mental health.

It was requested that to help new Panel Members, whenever a term was first used that it be used in full with the acronym in brackets, and then referred to with the acronym instead of the acronym being used all the way through with no explanation.

15. ANY OTHER URGENT BUSINESS

There being no other business the meeting closed at 1.46pm.



Leicester
City Council

Item 3

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

Held: THURSDAY, 10 AUGUST 2023 at 10:30 am at City Hall, Charles Street, Leicester

P R E S E N T:
Councillor Taylor (Chair)
Councillor Russell (Vice-Chair)
Councillor Allnatt
Councillor Joannou
Councillor Agath

In Attendance:
Mr Rupert Matthews – Police and Crime Commissioner
Ms Claire Trewartha – preferred candidate

Also Present:
Ms Pretty Patel – Head of Law
Ms Rachel Heggs – Resourcing Consultant (HR)
Mrs Anita James – Senior Democratic Support Officer
Mr Jacob Mann – Senior Democratic Support Officer (shadowing)

* * * * *

1. WELCOME AND INTRODUCTIONS

The Chair welcomed those present and explained the procedure for the meeting.

2. APOLOGIES FOR ABSENCE

Apologies for absence were received from Councillor Blackshaw, Councillor Phillimore, Councillor Clarke, Councillor Loydall and Councillor Wise.

The Chair noted the absence of a number of members who had not given their apologies.

It was confirmed that the meeting was quorate for the purpose of continuing with the business on the agenda.

3. DECLARATIONS OF INTEREST

Members were asked to disclose any pecuniary or other interests they may have in the business to be discussed.

There were no such declarations.

4. CONFIRMATION HEARING FOR APPOINTMENT TO THE ROLE OF CHIEF EXECUTIVE OFFICER

Following notification from the Police and Crime Commissioner of his intention to appoint a preferred candidate, Claire Trewartha to the role of Chief Executive Officer the Panel held a Confirmation Hearing in accordance with Schedule 1 of the Police Reform and Social Responsibility Act 2011.

The Panel received a report setting out the powers of the Panel and the process to be followed in the Confirmation Hearing.

The Panel noted the information provided by the Police and Crime Commissioner relating to the appointment of the Chief Executive Officer which included:

- The name of the preferred candidate and her experience and background,
- A statement from the Commissioner stating why the preferred candidate met the criteria of the role,
- The candidates CV (exempt),
- A job description.

The Police and Crime Commissioner addressed the panel and gave an overview of the recruitment process undertaken to select his preferred candidate and stating why the preferred candidate met the criteria for the role.

The Police and Crime Commissioner commended Claire Trewartha to the Panel.

The Panel asked the Police and Crime Commissioner several questions, this included seeking assurance as to the fairness and transparency of approach taken to this appointment.

The Panel then asked a series of robust questions of the candidate related to her professional competence and personal independence, the answers to which enabled Members to evaluate her suitability for the role. At the end of the questioning the Chair thanked the candidate for her responses and provided an opportunity to clarify any responses given.

The Chair announced that the Panel's resolution would be notified to the Police and Crime Commissioner and confirmed in writing as specified by relevant legislation.

The Chair then asked all, but Members of the Panel and the Panel's support officers to withdraw from the meeting.

RESOLVED:

That the press and members of the public be excluded from the meeting during the Panel's deliberations on the grounds their presence would likely involve the disclosure of exempt information as defined in paragraphs 1 and 3 of Schedule 12A of Part 1 of the Local Government Act 1972.

5. PRIVATE SESSION

The Panel held exempt discussions and examined the evidence provided in the Confirmation Hearing session.

The Panel assessed the candidate's ability based upon her suitability to undertake the role.

Members noted the candidate's wealth of experience working in other senior roles and the proficiency she would bring to this role.

Members felt that the candidate was very credible and met the standards of professional competence and personal independence necessary to undertake the role in a confident manner.

On the basis of the information provided by the Police and Crime Commissioner, the candidate's responses to robust and varied questioning and the discussion during deliberations the Panel supported the proposed appointment.

RESOLVED:

That the proposed appointment of the candidate, Claire Trewartha, be supported.

6. ANY OTHER URGENT BUSINESS

There being no further business the meeting closed at 11.32am

POLICE AND CRIME COMMISSIONER FOR LEICESTERSHIRE

POLICE AND CRIME PANEL

Report of	OFFICE OF POLICE AND CRIME COMMISSIONER (OPCC)
Subject	COMMISSIONER'S UPDATE TO POLICE AND CRIME PANEL
Date	9 OCTOBER 2023
Author	LIZZIE STARR, DIRECTOR OF GOVERNANCE AND PERFORMANCE, OPCC

Purpose of Report

1. The purpose of this report is to provide the panel with an update on the activities undertaken by the Commissioner, his deputy and OPCC in relation to the delivery of the Police and Crime Plan and the Commissioner's statutory duties covering the period June 2023 – Sept 2023.
2. The report also summarises any key decisions made over the period and a summary of the performance of the OPCC.

Recommendation

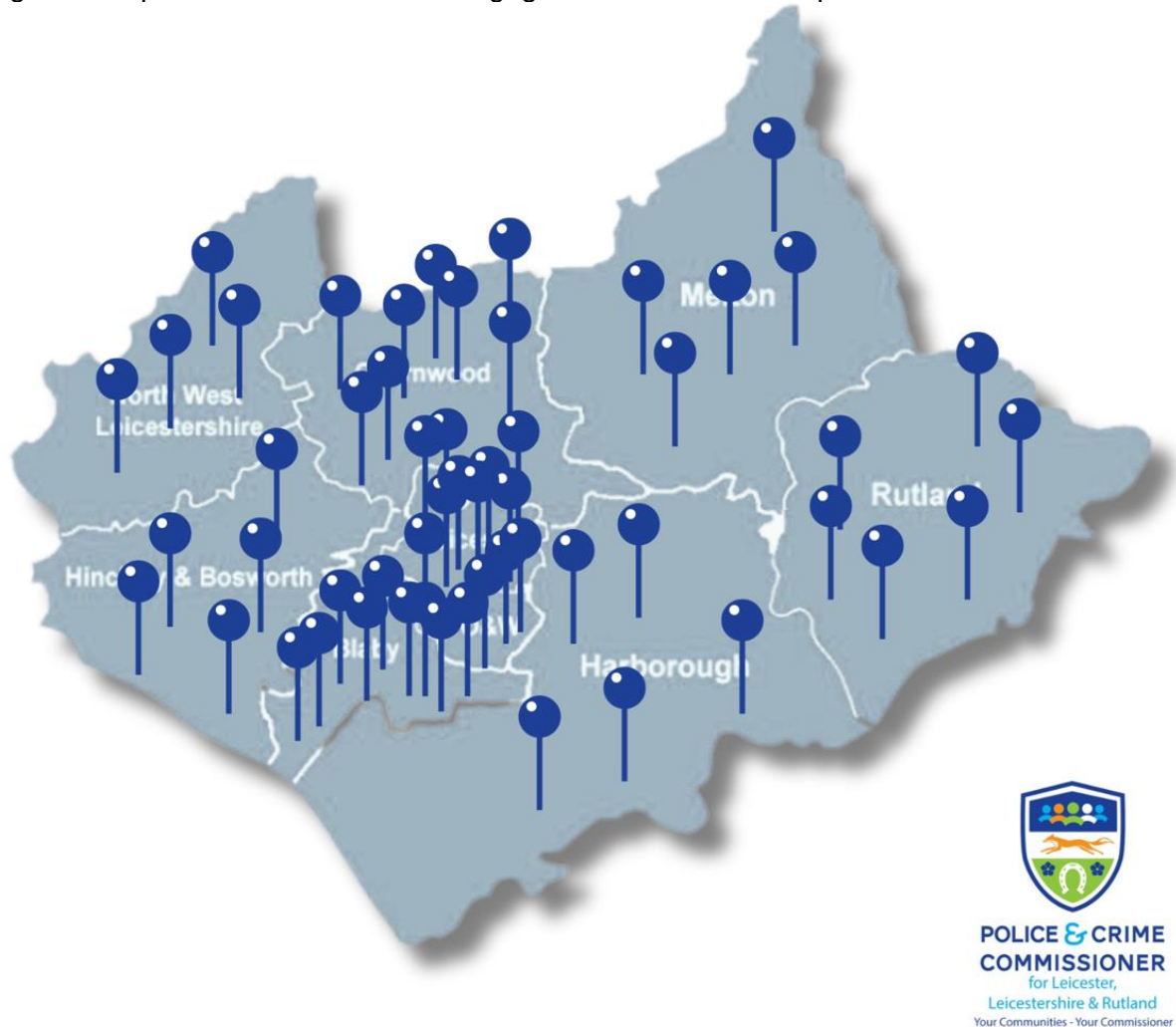
3. The panel is invited to scrutinise the contents of this report, seek assurance from the Commissioner and OPCC team regarding areas of concern, seek further information on the information pertained within the report.
4. The panel are invited to comment on the format of this update report and advise if they find this helpful in assisting them in fulfilling their duties of scrutinising the PCC in the delivery of his police and Crime plan and fulfilling his statutory duties.

The Police and Crime Commissioner

5. The Commissioner is represented at the key thematic, partnership and force local performance boards to obtain assurance that the Force and Partners are aware of the current performance threats and taking appropriate action to address the emerging challenges. Any issues of concern are reported to the Commissioner who holds the Chief Constable to account on a weekly basis.
6. The Commissioner's partnership and community engagement schedule are reported regularly through the OPCC website and the official twitter of the OPCC. The commissioner also regularly produced a blog from his community days which are available on the website.

7. Further to the weekly community visits the Commissioner has recently attended the following; a rural policing day, an ASB awareness event, the APCC general meeting, a meeting with the Home Secretary and a meeting of the Rural Crime network.
8. A map of the Commissioners engagements over the 3 month period can be seen below in figure1.

Figure1: Map of the Commissioners engagements from June-Sept



The Deputy Police and Crime Commissioner:

9. Leicestershire's Deputy PCC also continues to undertake a diverse range of community engagement activities which have included attendance at New Parks community awards, Family Hubs conference, Oakham Pride, Indian Summer festival, LGBT+ Network conference and the Women's Empowerment Network launch. Formal partnership engagements have included the CSP Meetings, Strategic Partnership Board, Ethics and Transparency Panel, Combined Fire Authority etc.

The Police and Crime Commissioner's Office:

Commissioning:

10. The team are currently working on recommissioning one of the OPCCs largest contracts for Victim First which is currently out to tender due to close in October.
11. The Office of the Police and Crime Commissioner's bid writing workshops have proved to be a massive success, as evidenced by a record number of applications being received for the first grants round. The team received over 50 applications for funding and are working through the marking and awarding process.
12. The team have recently recorded one of the face-to-face bid workshops to be able to provide this remotely to organisations that couldn't attend, further strengthening the support available to organisations to apply for funding.
13. This grants scheme channels funding into community projects that help reduce the risk of crime and abuse and increase public safety. There is £400,000 available for the 2023/2024 financial year and you may apply for up to £10,000 of funding for a twelve-month project. This maximum exists to support as many projects and initiatives as possible.

<u>Round</u>	<u>Opening Date</u>	<u>Closing Date</u>
1	3 rd July 2023	31 st July 2023
2	4 th September 2023	2 nd October 2023
3	4 th December 2023	8 th January 2024

Community Safety Partnerships

14. The team are working with each of the CSPs to review current projects and funding to agree joint media/press opportunities to highlight all the good work they are doing.
15. The DPCC and Director of Partnerships, Strategy and Commissioning have been meeting all CSP chairs and leads to further explain the four serious violence duty roles and how they will support the partnerships.

Independent Custody Visiting

16. The OPCC ICV Volunteers attended a team meeting on the 22nd June 2023, as part of Volunteers week, as such certificates were presented to the volunteers to thank them for their service. The event was covered as an article in the Leicester Mercury.
17. The team continue to achieve 100% of scheduled ICV Visits. No serious issues have been observed within these visits.
18. The OPCC will be looking to strengthen the number of volunteers available for custody visits by commencing a recruitment process later this year.

Ethics and Transparency Panel

19. The Ethics and Transparency panel met on the 28th June, at the meeting the panel received a report of dip sampled rape offences particularly focussing on the outcomes of these and raised some learning for the force on the language used throughout. The panel also reviewed live BWV footage of a stop and search on a young detainee and an arrest of an intoxicated male and discussed the proportionality of these arrests.
20. The panel agreed to also include custody record reviewing in the panels remit moving forwards. This process will look at a detainee's journey from start to finish of being brought into custody and ensure there is legitimacy and fairness in how they are treated.
21. The team have also been working to recruit further members to the Ethics and Transparency panel and have successfully recruited 3 members to strengthen the numbers. The panel will now have discussions regarding sharing the workload between members to ensure they are as far reaching to the force and OPCC as possible.

Governance

22. The OPCC team has completed the recruitment of four Independent panel members to sit on police misconduct and Police appeal tribunal cases, this is to provide resilience to the one current sitting member. The office received over 90 applications for the post and through a really competitive process appointed four incredibly strong candidates. The candidates are now receiving training and shadowing the current sitting IPM and regional colleagues.
23. The OPCC has been working closely with national Neighbourhood Watch to recruit a local co-ordinator to strengthen, revitalise and increase the members and number of watch schemes across LLR. The post has now been filled and the post holder is expected to start mid-October.
24. The team currently have 30 outstanding complaint reviews were received and are being processed by the team.
25. The panel has received a full CGB report from the April, June and July meetings, and these will continue to be brought to the panel as standing items to show the main forum in which the PCC holds the Chief Constable to account for the performance of the Force.

Safer Streets

26. Throughout August the team worked on the Safer Streets Funding round 5. An early agreed that the OPCC would submit 3 bids, a VAWG bid which the VRN would lead on, an ASB bid and a Neighbourhood crime bid which the OPCC would lead on.
27. There was a considerable effort by all involved to pull together the OPCC bids, summarised below;
 - Proposal 1 – VAWG - £315,568
 - Proposal 2 – ASB – Melton - £313,967.89
 - Proposal 3 – Neighbourhood Crime – Oadby and Wigston - £331,055.45
 - Total Bid amount - £960,591.34

28. The outcome of the bids is anticipated to be provided by the end of September at which point a full briefing to the panel can be provided.

Persons to Contact

Lizzie Starr
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POLICE & CRIME COMMISSIONER FOR LEICESTERSHIRE

POLICE AND CRIME PANEL

Report of	POLICE AND CRIME COMMISSIONER
Subject	POLICE AND CRIME COMMISSIONER ANNUAL REPORT 2022/23
Date	9 OCTOBER 2023
Author	LIZZIE STARR, DIRECTOR OF GOVERNANCE AND PERFORMANCE

Purpose of Report

1. To present the draft Annual Report (Appendix A) for the Police and Crime Commissioner for Leicestershire for the period of 1st April 2022 to the 31st March 2023 in accordance with Section 12 of the Police Reform and Social Responsibility Act 2011 (PRSRA).

Recommendations

2. That the panel receives and approves the Annual Report 2022-23.
3. That Panel Members ask such questions, and make any recommendations, on the report as they think appropriate.
4. That, subject to any report or recommendations by the Panel, the Annual Report is published via the PCC's website <https://www.leics.pcc.police.uk/>

Background

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

Context

9. The Annual Report for 2022/23 is the second annual report of Mr Rupert Matthews who was elected to office on 13 May 2021. Mr Matthews' Police and Crime Plan was published in May 2022. This annual report updates the Panel against the objectives contained within the Police and Crime Plan and the activities of Mr Matthews and the OPCC since coming into office.
10. Subject to the report or recommendations made by the Panel, the PCC intends to publish the Annual Report as a document on the PCC Website and distribute it widely digitally.
11. The PCC intends to produce a reasonable number of physical copies of the report for stakeholders and public places.
12. Should a member of the public wish to receive a hard copy of the Annual Report the office will ensure that they are sent one.
13. It should be noted that the document attached is a draft only. The final version will of course consider feedback from the Panel and return to the Panel for final sanction.

Implications

Financial: None.

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

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

Risks and Impact: None identified.

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

List of Appendices

Annual Report 2022/23

Background Papers

None applicable to this report.

Persons to Contact

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



ANNUAL REPORT

2022-23

Making Leicester, Leicestershire and Rutland Safer



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

Rupert Matthews
Police and Crime Commissioner

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Police and Crime Commissioner's introduction

Last year was a year of success and jubilation tinged, as things so often are, with moments of grief and challenge.

In June, the nation celebrated the Platinum Jubilee of Her Majesty Queen Elizabeth II in peace and harmony. Just a few short weeks later we joined together again in mourning her loss. The funeral procession and service was a marvel to witness. It showed our police and armed services at their very best, and I'm proud that Leicestershire Officers were part of the huge and successful security operation.

In April, Leicestershire Police was rated as 'outstanding' in three key areas and is widely recognised as a top performing police force. In September, the force faced the East Leicester disturbances with fortitude. However, the ramifications will be felt for a long time to come.

A great deal has been said about the need for community cohesion, celebration of our rich cultural diversity and 'what the problem is'. One thing for sure is that the police officers on the frontline were staunch in their defence of the King's Peace and community safety. Operationally, they excelled and should be applauded for their commitment.

Financially, I had set the budget for the year safe in the knowledge that the outlook was balanced and healthy. I was less than pleased six months later to discover that this rosy picture had been destroyed by events totally beyond our control. Urgent discussions revealed the very real probability of a gaping hole in our calculations thanks to inflation and a national, unfunded, pay agreement.

The financial teams have worked hard to limit the damage; however, I had little choice but to support the force through the policing precept. Once convinced that this was the only option to avoid a massive hole in the budget in the next couple of years, I did so willingly. But I and the force accept that there is a limit to the depth of the public's pockets. However, with rising pressures on funding there is no doubt that this year's budget will need

some difficult decisions. I will do my utmost to protect the service that we need for Leicester, Leicestershire and Rutland whilst ensuring we have a sustainable financial future.

Turning to operational performance and the ways in which Leicestershire Police is delivering my Police and Crime Plan, I must congratulate the Chief Constable and his senior leadership team.

The rural crime team has made a real difference to people living in rural communities. The very fact that it recovered nearly £1m worth of stolen equipment in the first nine months, illustrates how desperately needed this team is. This really is a pledge that I have met.

The work to tackle exploitation, protect vulnerable people, prevent crime and anti-social behaviour and record crime has been independently validated as outstanding.

Neighbourhood Policing, boosted by the full recruitment of our Uplift quota, is visibly stronger. This will help improve trust and confidence amongst our communities.



And I'm delighted that significant progress has been made in so many other areas. I have kept my promise to increase the number of police stations and bases across the force area. I am grateful to our partners who have supported this process with co-locations.

Our volunteer schemes are going from strength to strength. I pledged to provide the appropriate resources in support of this and it is paying dividends, with additional training and support helping our various different volunteers become even more effective. I am delighted to have welcomed our mounted volunteers, which is something I promised to do on election.

As I envisaged, the reinvigorated People Zones are now making a tangible difference, particularly in New Parks where the scheme has been established longest.



My commitment to the communities of our City and two Counties is undiminished. The first-hand feedback from my community days is helping to solve problems on the ground. Hats off to the neighbourhood teams, they really do pick up on the points made to me and take swift action.

The three-year funding settlement we secured for the Violence Reduction Network (VRN) has provided the stability to put in motion some longer-term plans. The VRN is recognised as an exemplar model, something to which others aspire.

It would be remiss of me not to mention two very welcome appointments. Firstly, Rob Nixon, following a tough interview process was appointed as Chief Constable. Rob's reputation for strong leadership and no-nonsense approach to policing will only build on the force's exceptional performance. I was delighted at the unanimous



decision of the interview panels and know that he is working hard to ensure that the priorities within my Plan are delivered.

In my own office, to help meet the ever-growing demand on my time, I boosted our capacity with the appointment of a Deputy. Rani Mahal joined me in late 2022 and is working to deliver several key strands of our work, including the violence against women and girls' strategy.

On the following pages you will find a more detailed report of delivery against my Police and Crime Plan. I am grateful to the force, my own office, our partners and local groups who have helped to deliver so much.

In the coming year, there is undoubtedly more to be done, but I am confident that this is achievable and that I have the right team to help me do it.

Rupert

Rupert Matthews

How the money works

Making sure that your money is spent wisely and well is a top priority for me. As Police and Crime Commissioner it is my task to ensure value for money both from the Chief Constable and Leicestershire Police, and from the services that I commission directly.

Therefore, my budget for the 2023-24 financial year needed to address these points considering the assumptions in the Medium-Term Financial Plan (MTFP). It was based on what was affordable and sustainable.

Budget for 2023/24

The budget for 2023-24 has been designed to provide the Chief Constable with the resources needed to sustain the significant progress made thanks to the budget for 2022-23. At a time when the demand on policing is up by 20% and the population of the force area has increased by 10% creating unprecedented pressure on the budget, a previously maintained cautious approach to finances allowed me to make the decision to contribute £0.62mn to ease some of this unexpected pressure.

Leicestershire Police are now set for a more sustainable financial future in the short to medium term. However, there will be challenges ahead as I work with the force to take steps to close the deficit gap for future years.

In setting this budget I considered the feedback I received from local people across the City and Two Counties. That is why I sought opinions from residents across Leicester, Leicestershire, and Rutland. There was an increased response to the precept consultation, and I must also say how grateful I am to everyone who responded on both the policing priorities and the amount of council tax paid towards policing. Their responses have shown overwhelming support for both my policing priorities and an increase in the amount of council tax that is paid towards policing. I did take into consideration those families struggling with the rising cost of living at this time and therefore am proud to say that the precept paid by council taxpayers remains below the East Midlands average, and the increase is below the rate of inflation.

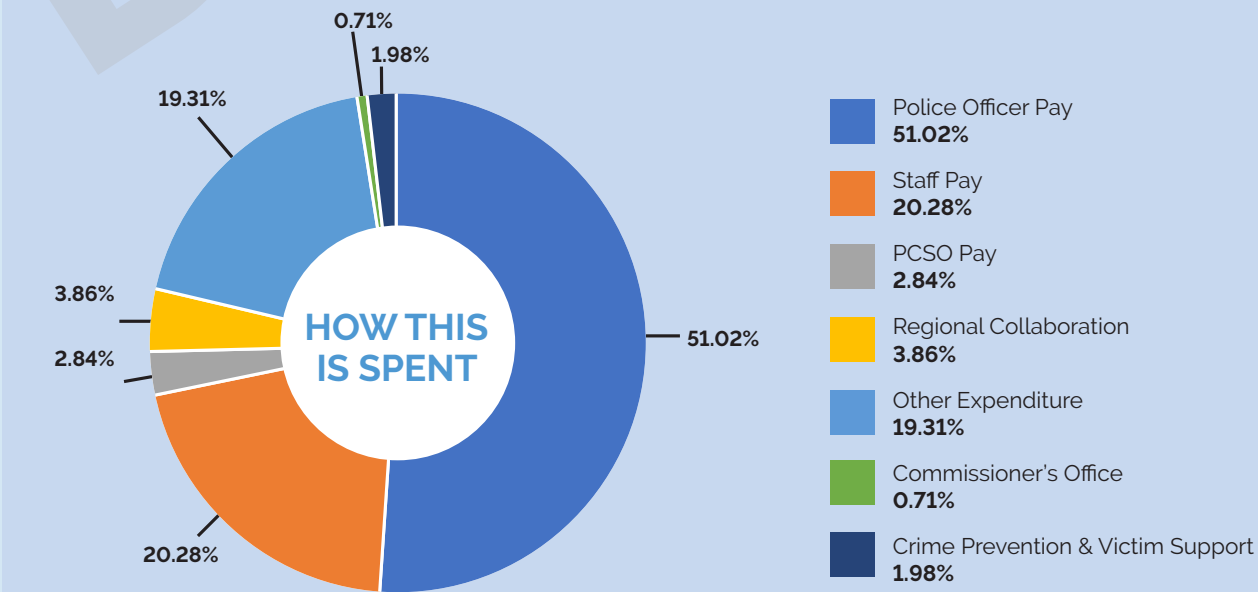
For more financial information please see the Finance section of my website.



POLICING LEICESTER, LEICESTERSHIRE AND RUTLAND



THE COST OF YOUR POLICE



Delivering my plan



My Police and Crime Plan makes it clear that criminality of any kind will not be tolerated in Leicester, Leicestershire and Rutland. National statistics show that the force is consistently outperforming others in the East Midlands with the effect of making our streets and public spaces even safer. This is testament to the hard work of officers, staff and volunteers, members of my team and our partners, who sacrifice long hours to prevent crime, disrupt criminality and bring offenders to justice.

But there are further improvements to be made and I will continue to support the Chief Constable with the necessary resources and capabilities to build on our success over the coming 12 months.

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Improving Policing Across Leicester, Leicestershire, and Rutland

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

This year has seen my office run the recruitment process for the Chief Constable which resulted in Chief Constable Rob Nixon being appointed. The Chief has proven himself to be an outstanding leader over the past year in which the force has faced several challenging situations. The force has continued to deliver and exceed its responsibilities to keep our diverse communities safe and always faces these challenges with courage and strength. I continue to have no doubt that the force under



Chief Constable Nixon's guidance, will continue to provide a first-class response to the residents of Leicester, Leicestershire, and Rutland.

As Police and Crime Commissioner I am determined to restore hope, trust and confidence in the work police do to keep our local people safe. For me, this means securing the funding and resources Leicestershire Police needs to continue to do a good job. The operation policing the disorder in East Leicester was one of the largest and most complex in the force's history – I am delighted the Home Office accepted my application for special grant funding, worth nearly £1.3m accounting for up to 85% of the costs spent on policing this operation.

In July 2018 we had 1,762 police officers (this includes from Police Constable up to Chief Officer Team). As of July 2023, we have 2,252 police officers which is a 28% percent increase from 2018.

Increasing Public Trust and Confidence

Over the past year I have been working with the force to redevelop their Trust and Confidence strategy. To do this I have worked with an external provider to commission an independent survey to residents in Leicester, Leicestershire and Rutland to solicit their view on public trust and confidence.

I have supported an enhanced service offer to schools by way of, by way of nine Youth Engagement Officers. All secondary schools can request their PHSE aware Youth Engagement Officer (YEO) to attend to speak to their students in relation to any of the educational offer packages that have been developed. They can also be requested to support the school and neighbourhood team to assist with specific themed issues affecting their students and staff.

Further to this, I have ensured the Neighbourhood Policing teams have a named officer who will be in place for the Primary and Secondary Schools in time for the School Year in September 2022. Every primary school will have a named PCSO as their primary contact for everyday policing matters. Every secondary school will have a named Police Officer as their primary contact for everyday policing matters. These will be officers from the local Neighbourhood Policing Teams and will support the accessibility of local officers.

Improving the Service

I have supported the opening of a new enquiry office in Coalville's Belvoir Shopping Centre –



Opening the Coalville Enquiry Office with Cllr Robert Ashman

providing greater engagement with the local community. Working with the Local Authority, it will allow residents and business owners across the North West Leicestershire Neighbourhood Policing Area (NPA) to report any issues or concerns they may have.

I have also enabled the opening of a new police base in Uppingham, which offers a vastly improved space, with enhanced facilities and most importantly, a more visible presence of the safer neighbourhood team in Rutland.

Prior to my election, Rutland was the only county in the entire country that did not have a public facing enquiry desk – I made a commitment to change this in my Police and Crime Plan. This year, I am pleased to have delivered on this and supported the opening of a new enquiry office in Rutland, based at the police station.

Increasing Volunteers, Specials and Watch Schemes

The force has enhanced its recruitment of special constables, some 40% increase in the number of specials compare to the previous year. This enhanced commitment to special constables will continue and I am determined to achieve the ambitious target of 150 special constables by March 2024. Leicestershire is one of only four forces in 2022 to have increased their number of specials, and one of only two to have increased numbers by over 20.

I have made a commitment to equip all specials who are willing and able to do so to undergo



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training and carry tasers. I am providing funding to pay the federation costs for every special for the remainder of my term in office.

I have made a continued investment to work with all watch schemes across the City and two Counties. I will shortly be welcoming a Neighbourhood Watch co-ordinator to work closely with National Neighbourhood Watch, the force and the OPCC 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.

I have resurrected the Mounted Volunteers Scheme and there are currently adverts out for volunteers for this scheme. The current phase of recruitment has resulted in six volunteers and following the successful induction of the first wave of volunteers I will look to roll this out further across the force.

Rural Policing

Another commitment from my Police and Crime Plan was to deliver a Rural Crime Team. Last year an enhanced structure was launched, including an enhanced central coordination role that will have overview of trends, patterns taking place across Leicester, Leicestershire and Rutland. The Rural Crime Team will manage and support local rural crime SPOCs in each rural Neighbourhood Policing Area (NPA). The Rural Crime Team is currently one Sergeant and seven Officers, a designated Inspector was also appointed in September 2022. The Rural Crime Team manage the response to rural and heritage crime from investigations of

identified offences, engagement with the rural communities and crime prevention.

The crime recording system has been updated to include specific rural concerns such as hare coursing, unlicensed fishing, fly grazing and livestock worrying which enables enhanced data integrity and will further protect those affected by these crimes. Further to this the Rural Crime Team have introduced a rural crime reporting QR code to encourage reporting making the crime reporting process as easy and accessible as possible.

I have invested in seven clearly identifiable 4x4 vehicles, six of which are allocated to the rural NPA areas. I will be reviewing the fleet budget with the Chief Constable in 2023.

Commissioning

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



My commissioning budget for 2022-23 was £7.8m, this included additional funding of £3.4m that had been secured through bids and applications. This can be broken down further into £3.4m grants and £4.4m core commissioned services and offset by £4.8m generated income – this is shown in the chart below:

Core Commissioning	
	£m
Core Commissioning Budget	4.4
Income from other sources	3.4
Total available funding	7.8
SPENT ON:	
Victim and Witnesses	2.4
Vulnerability and Safeguarding	0.7
Prevention	3
Community Safety	1.1
Other	0.6
Total Commissioning Expenditure	7.8

The largest commissioned services are for victims and witnesses which comes to a £2.4million investment. I also include an additional £20k to provide services for victims of Anti-Social Behaviour (ASB) who are often neglected.

The victims services commissioning includes a helpline service for Domestic Abuse victims, services for Sexual Abuse victims, funding for the Adults and Paediatric Sexual Abuse Referral Centre, Target Hardening services, Independent Sexual Violence Advisors and Independent Domestic Abuse Advisors.

Other commissioned services include Specialist Substance Misuse Services, Safeguarding Boards, Young Adults Pathway, Integrated Offender Management, Youth Offending Services and Community Safety Partnerships.



Victim Support Services

Victim First continue to provide effective victim support services across Leicester, Leicestershire and Rutland, with satisfaction rates of 96.8%. I also co-commission specialist domestic and sexual violence support services.

Over the year, my Victim Support service received over 19,000 referrals of which 99.9% of victims said that their support from Victim First increased their feelings of safety or stayed at the same level. Over 50% of victims receiving support from victim services said the support made them feel that the chance of being a repeat victim in the future is less.

"Thank you for getting in touch and helping me – it's great to know that there is someone there to help. Really good service"

(Young Service User)

"They directed me and ordered the change of locks which made a huge difference in +sense of safety and anxiety"

(Female, 36)

"The lady who helped me really understood and the advice she gave me has helped me to feel much better"

(Adult Service User)

"Knowing I can talk about my feelings in confidence"

(Young Service User)

"They gave good advice on the help I needed and who I need to call"

(Adult Service User)

Grants Rounds

I have invested in a wide range of community-led projects designed to support the priorities of my police and crime plan, this has resulted in 6 grants rounds and over half a million pounds of funding being provided to community organisations. Over the year we received over 100 applications with 46 being successful in securing funding.

These projects have supported the delivery of specialist services for Violence Against Women and Girls, diversionary activities, educational projects, CCTV, road safety projects and services for victims and witnesses of domestic and sexual abuse.



Connecting with local people

I promised to be an accessible Commissioner, to listen and act. Over the past year I have been available throughout our City and two Counties and I have continued to undertake a wide variety of engagement and public events.



I have attended a number of key events in the two Counties, for example: Rural Safety Event, Gita Festival, Rutland Pride, Leicester Caribbean Festival, Leicestershire County Show, Rutland County Show, and Oakham Fete.

I believe that communication is as much about listening as informing, as such I established a Commissioners Advisory Group for a year to further enhance my reach into those hard-to-reach communities and to receive feedback directly from influential members of the community, this group has been monumental in receiving first hand feedback from the community.



Listening to You

I am aware of the needs of local communities and public priorities and over the year have implemented a number of initiatives based on feedback I have received from the communities, this has included:

- Funding a number of Air Tags to the rural community to prevent agricultural machine thefts.
- Funding the purchase of off-road vehicles and paid for officers to attend off road driving courses to ensure they are effective in rural environments.





Diwali



Oakham Pride



Caribbean Festival



County Show

- Funding a winter burglary campaign which reached over 115,000 people and over 10 percent of these subsequently accessed crime prevention advice, which they were signposted to.
- Purchasing and distributing a number of visible stickers in response to feedback received regarding horse and agricultural trailer theft.
- Funding Operation Repeat, a doorstep fraud awareness project with the principal aim of identifying and training key local health and care professionals to provide fraud awareness messaging to members of their local communities who are vulnerable to fraud.

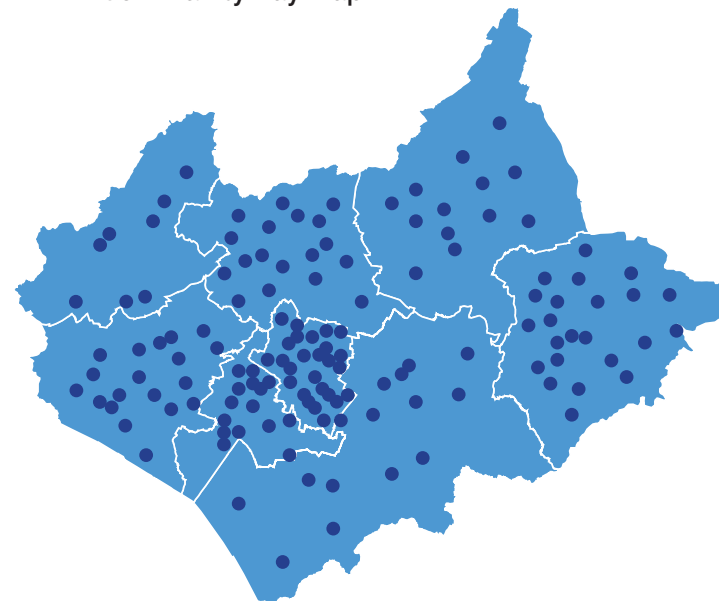
Keeping in Touch with Communities

I have continued with my 'Community Days', whereby I visit towns, parishes and wards across the area to meet local residents, community representatives and businesses. I listen to their views, feeding my findings back to the force where appropriate and keep those I have met informed of progress.

Over the past 12 months I have undertaken 39 community days across Leicester, Leicestershire and Rutland, ensuring I visit each Neighbourhood Policing Area at least twice in the year.

Prior to these visits I contact every local councillor to harbour views on local crime and policing issues in their area to ensure I am making my visits effective in responding to the public. My community days are advertised on social media, ensuring I am accessible to the public and surveys are often conducted so I can build a very insightful view of the views towards crime and policing in local communities. Further to this, the outcomes of my community days are shared with the communities through social media, my website and included in the newsletters produced by my office.

Community Day map



Working with Local Representatives

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

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



Meeting with Jane Hunt MP

This year I held my first open surgery in Rutland, this enabled local community representatives to raise and discuss local community safety issues with me on a one-to-one basis. The candid reflections of councillors in the communities enable me to form an informed view on local policing priorities across the city and two counties.

The Written Word

I have continued to provide a written and accessible offer to the public through my office. In the 12-month period I have written 21 newsletters, updating the public on issues, opportunities, and activity across the area.

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

I have also issued over 78 press releases, statements and responses which have received significant coverage, giving rise to interviews with broadcast and printed media on over 50 occasions. This helps to keep you informed of how the force and I are working to keep you safe.

Social Media

The main social media channels utilised by my office are Twitter, Facebook and YouTube (for video purposes).

I have increased my use of social media over the year and the following continues to grow which is pleasing and these different platforms provide an



Meeting with Cllr Christine Wise

excellent opportunity for two-way engagement. Direct messages are responded to in a timely fashion and those raising topics in the public forum are invited to meet me to discuss.

I have posted over 1,000 update tweets to the public, which is a substantial increase on previous years, further to this I have seen the number of followers on the @LeicsPCC account increase by nearly 10% and this is regularly reaching over 55,000 accounts.

I have posted over 1,100 updates to my official Facebook page, again reaching thousands of people. This year I have also set up a new Instagram page, increasing the reach to further demographics. I have seen a steady rise in followers to this new platform - nearly 200 in the first six months and regularly post engaging video content.

Responding to Contact

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

Since I took up office, I have undertaken 106 thorough Complaint Reviews, of which I have made a number of recommendations to the force including ensuring body worn video is activated and providing a thorough explanation to victims regarding investigation outcomes. Of those reviews, 104 were not upheld and two were upheld cases (1.8%)

I have responded to 22 Freedom of Information requests, which represents a 22% increase from previous years, of these 90.1% have been responded to within 21 days.

I have also responded directly, in written format, to 642 contacts from local residents and stakeholders.



Pop-up stall in Somerby



Market Harborough with PC James Monohan



Knighton Park



Long Clawson



Victoria Park with PCSO Ammo Singh-Sanghera

Working with partners

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



Community Safety Partnerships

There are nine Community Safety Partnerships (CSPs) across the area, and I understand and appreciate the localised service they provide to their communities as such I provide approximately £640,000 to help fund a number of activities.

Over the year, I designed a new funding arrangement with the CSPs which began in April, it encompasses changes in crime data, crime types and population changes and promises a system that ensures value for money by being needs based.

It seeks to follow a grants-based approach where partners are 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 is only be provided for approved projects based on how much funding is required. This ensures 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 and supports the CSPs further by providing further flexibility and support around their funding to tackle issues specific to their district.

In Summer 2022, I supported two CSPs in successfully bidding for two Safer Streets grants to tackle acquisitive crime and anti-social behaviour. Blaby District Council was awarded £67,000 and Charnwood Borough Council was awarded £149,200.

Violence Reduction Network

Our Violence Reduction Network (VRN) continues to go from strength to strength and is an example of good practice in relation to violence prevention and reduction. I am fully committed to the public health approach adopted by the VRN and am delighted that this has been reflected by the government in providing a three-year funding settlement for the VRN totalling £3.5 million over the next few years, which provides the much-needed stability and support required to ensure the positive work continues.

In the summer we hosted a visit for the then Policing Minister, Tom Pursglove. The purpose of this visit was to better understand the work of the Leicester, Leicestershire and Rutland VRN in tackling violence affecting young people as one of the 20 Home Office funded Units across England and Wales. The VRN was able to



provide information to the Home Office on how the partnership was working with communities to prevent a summer peak of violence and showcase the impact the Violence Intervention Project (VIP) was having through meeting a young person who had accessed the service.

I commissioned a joint grant round with the VRN to support diversion from Anti-Social Behaviour (ASB) and Crime reflecting our shared commitment to prevention and early intervention and the value of partnering with communities in our collective efforts to keep our children and young people safe.

I know that providing relevant and purposeful activities are important in protecting children and young people from involvement in ASB and crime (as potential perpetrators and/or victims). Whilst activities alone play an important role, there can also be additional benefits realised through delivery such as increases in confidence and self-esteem and the acquisition of new skills. These funded initiatives included a sports provision for young people, drop in youth worker sessions, football coaching, boyz zone, music diversionary activities and soft skills workshops.

Serious Violence Duty

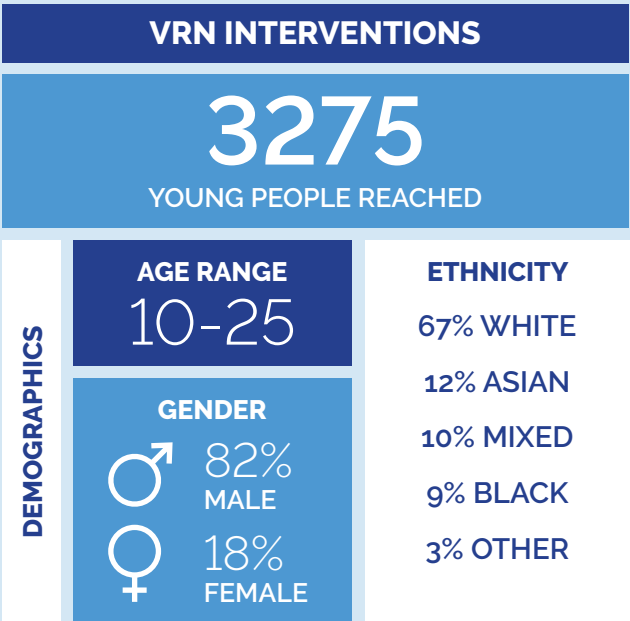
The Serious Violence Duty guidance was published in December 2022. The VRN and my office continue to lead the local mobilisation for the duty, including in relation to the local definition and co-ordination of the additional funding. The Duty, which was recently introduced as part of the Police, Crime, Sentencing and Courts Act, will require specified agencies, including police, local authorities, education and health to work

together to share data and knowledge and target interventions to prevent and reduce serious violence.

My office is supporting the recruitment of four posts to work within the partnerships and CSPs to support with mobilising the Duty. Our readiness for the Duty was recently assessed by Crest Advisory (on behalf of the Home Office) and we were rated as 'Mature, Demonstrating Best Practice', the highest rating available, which is a testimony to the work of the VRN partnership. This has resulted in numerous requests from other areas across the country to share our learning and achievements.

The VRN has had several other notable achievements including:

- Being awarded £1.4 million pounds to design and implement a local model of focused deterrence – the Phoenix Programme – which seeks to reduce harm by working with those who are linked to networks of criminality such as Urban Street Gangs and Organised Crime Groups.
- Delivering trauma-informed training to nearly 1,500 frontline practitioners across Leicester, Leicestershire and Rutland.
- Launching a Serious Violence Dashboard which ingests multi-agency data and which is accessed by the partnership to inform responses to serious violence.
- Developing a Schools Handbook on Preventing Violence which supports schools to strengthen their responses.
- Collaborating with the OPCC on longer-term, evidence-informed funding round for grassroots organisations to deliver diversionary activities to at-risk young people.
- Co-designing a Community Partnership Framework to support the involvement of communities across all levels of the partnerships.
- A new cohort of community leaders completing the Community Leadership Programme and growing the network of alumni across Leicester, Leicestershire and Rutland.
- Reaching more than 3,200 at-risk and violence-involved young people through evidence-informed interventions:



People Zones

This year I have seen significant developments in the People Zone Project, including a refocus to take on an Asset Based Community Development (ABCD) approach – this 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. There has also been a large amount of promotional activity over the year, including a new website, logo, launch events and an animation which can be watched here: <https://www.peoplezones.co.uk>

I commissioned an external company to undertake a large-scale research project within each defined people zone area – I wanted to ensure the views of the community were listened to rather than making assumptions based on data. This research has engaged with communities through a variety of methods. For example: workshops, 1-2-1 interviews, pop up stalls and surveys. A grants programme will

follow the research results which will enable any improvements to be made based on any gaps identified by people who live and work in the community. The research has already resulted in tangible outcomes to the communities. For example, a lighting audit and app to report issues was carried out in the Bell Foundry People Zone



area after residents reported not feeling safe when dark. I have provided funding for materials which has enabled community payback to improve small areas selected by the community in the New Parks People Zone. 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.

Mini Police

This year, my Deputy has launched the 'Mini Police' scheme alongside Leicestershire Police. This is an innovative police engagement programme for school children aged 8-11 years – providing 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.



The scheme has been launched in three primary schools - introducing policing as a positive influence and allow early intervention with children and their responsible adults. This will enable the building of trust in policing and facilitate engagement with partners to begin to instil age-appropriate safety awareness.

Community Leadership Programme

I supported a third successful community leadership cohort through the programme this year, I continue to believe that this programme identifies, develops and supports a network of community leaders to make a real sustainable impact on the quality of life in communities.

This cohort was also aimed to support wider priorities and my ambitions and as such participants who lived or worked within a people zones area were targeted so the projects overlap, and the community leaders can gain more skills and knowledge and take this back to their local areas.

Participants from this and 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.



Community Leadership Showcase



BID Leicester



South Asian Heritage Month Launch

Transparency and accountability

It has now been over a year since I introduced the new accountability strategy and governance arrangements relating to my statutory duty to hold the Chief Constable to account. Since April 2022, I have held 9 Corporate Governance Board meetings with the Chief Constable and his senior Chief Officer Team to scrutinise and review police performance.

His Majesty's Inspectorate of Constabulary and Fire & Rescue Services

Section 55 (5) of the 1996 Police Act requires all Police and Crime Commissioners to prepare comments on any published HMICFRS (previously known as His Majesty's Inspectorate of Constabulary or HMIC) reports that relate to their force, to forward these to the Home Office and then publish in the manner they see fit.

I feel that the independent assessments made by HMICFRS of different areas of the force will go a long way to boost trust and confidence in policing locally and nationally and provide the workforce motivation to succeed. As such I have strengthened my approach to responding to these publications and over the year have published an accumulative total of seven responses to HMICFRS publications in the 2022-23 fiscal year.

These include responses to:

- PEEL: Police effectiveness, efficiency and legitimacy 2021-2022.
- Police Perpetrated Domestic Abuse: Report on the Centre for Women's Justice Super Complaint.
- An inspection of vetting, misconduct and misogyny in the police service.

- An inspection into how well the police and other agencies use digital forensics in their investigations.
- How the police response to victims of sexual abuse when the victim is from an ethnic minority background and may be at risk of honour-based abuse: Report on the Tees Valley Inclusion project's super complaint.
- An inspection of the East Midlands regional response to serious and organised crime.
- An inspection of how well the police tackle serious youth violence.

This is significant progress against previous years where just one response was published, and in the year prior just two responses. This is likely due to a stronger, refined process for monitoring HMICFRS releases, achieved by creating stronger links with the force HMICFRS leads and appointing a dedicated lead within my office for monitoring publications and drafting responses.

Six of the seven responses in the 2022-2023 fiscal year (86%) were published on the OPCC website and sent to Roy Wilsher OBE within the 56-day statutory time frame.

There were some significant findings across all reports during the year, including the PEEL inspection which presented Leicestershire Police

with three "outstanding" and four "good" grades. Improving Police communication and accessibility has been a priority of mine since taking up office and as such I was proud with this progress, particularly as this has been achieved in difficult and turbulent times.

There has also been HMICFRS reports that have carried significant public interest, such as the publication on vetting, misconduct and misogyny in police forces. Leicestershire Police, along with all other forces nationally, have been under scrutiny from the negative findings associated with this report, prompting more vigorous governance and scrutiny from Commissioners. Since this report I have since undertaken extensive scrutiny on feelings of trust and confidence towards Leicestershire Police, including commissioning a large-scale public safety consultation due to go live in June 2023, and requesting evidence of the force's Trust and Confidence Strategy - having been involved in the redevelopment of this over the year.

Leicestershire Police were also recognised in the HMICFRS publication "an inspection of the east midlands regional response to serious and organised crime", where Leicestershire was given a grade of "outstanding" – the only force regionally to be awarded this grading. I understand that an incredible amount of commitment and hard work has been achieved so far to get Leicestershire the fantastic recognition that it so well deserves. I am grateful to every member of this team for their contribution in making the streets of Leicester, Leicestershire and Rutland safer and will be sure to pass on my thanks and congratulations in our governance boards.

My approach taken for responding to HMICFRS publications goes beyond my statutory obligations which requires me to publish a response within 56 days, outlining how I will hold the Chief Constable to account. I also ensure to gather immediate reassurance from the force that they can deliver all recommendations raised within timelines give, and I provide the significant amount of information gathered on our local position to HMICFRS and incorporate this into my governance arrangements to provide a rigorous scrutiny process of the force on behalf of the public.

Independent Custody Visitors

I am responsible for the Independent Custody Visiting (ICV) scheme and have a team of 18 volunteers who conduct these visits on my behalf – a number of which received long service awards this year, with one volunteer volunteering on the scheme for an impressive 24 years.

Throughout the year a total of 97 visits were carried out, with over 157 hours of time volunteered on visits.

The scheme continues to be held in the highest regard nationally and continues to be accredited. This year we have achieved the Investing in Volunteers Award for the fourth consecutive time an award which has been held since 2012.



ICVs and the Volunteers Manager have been supporting Leicestershire Police with Trauma Informed Approaches within custody and sharing their feedback on distraction materials. This work will be ongoing over the next 12 months to support and develop Trauma Informed Suites and good practice for vulnerable detainees to support their overall wellbeing. All volunteers have been offered Trauma Informed Practice training through my office.

Animal Welfare Scheme

I launched the Animal Welfare Scheme (AWS) on 1 April 2022. Once a month, AWS visitors make an unannounced visit in pairs to the Leicestershire Police Dog Unit. They check the conditions in which the dogs are housed, trained and transported. They also observe dog training in progression and will provide feedback on all visits via an electronic visit report form.



Since the launch the volunteers have completed 12 visits. Overall, the team have been impressed with the variety of enrichment activities on offer for Leicestershire's canine cops which include a sandpit, pool and open space to explore.

Ethics and Transparency Panel

I have redesigned the Ethics and Transparency Panel to ensure they are able to provide independent advice and assurance to both myself and the Chief Constable on the legitimacy and ethicalness of the force and my Office. Panel members have been recruited and the panel is now up and running.

The Ethics and Transparency Panel has been given unprecedented open access to all areas of the force and my office. A number of visits to various departments across the force have been planned to ensure the panel are able fully observe the practice of the force.

The Panel has gone from strength to strength and has discussed dilemmas such as the use of e-scooters, complaints and conduct statistics, a number of force policies and rape outcomes.

The Panel is completing regular dip sample reviews of police complaints and reviews and is now looking to regularly review custody records and body worn videos.

Local Criminal Justice Board

I believe the role of Police and Crime Commissioner is to be a strong advocate for justice on behalf of our communities and as such I made the decision to establish a Local Criminal Justice Board (LCJB) which will continue discussions with colleagues to explore how together we can achieve more in order to improve public trust, confidence within the criminal justice system.

The LCJB is outcomes focussed and distinct due to its work is in relation to problem solving and sharing best practice. The Board works collectively to identify local matters and resolve them, whilst endeavouring to remove barriers for witnesses and victims, as well as reducing crime and re-offending.

I continue to be 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.

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

Looking ahead

My Annual Report for 2022-2023 summarises all the incredible work done by both Leicestershire Police and my office to deliver my Police and Crime Plan. However, I would also like to feature a number of specific areas we will be focussing on over the year, this includes:

- Further building and developing the work of the Violence Reduction Network to reduce violent and knife crime, embedding the Serious Violence Duty with partners.
- Recommissioning our Victim Services, with a view to providing stability with longer contract lengths.
- Working with local businesses, national organisations, other OPCCs and partners to support businesses from crime and fraud.
- "Night-Time Economy".
- Delivering a partnership wide Violence Against Women and Girls (VAWG) strategy.
- Launching a road safety campaign focusing on the fatal four,
- Continuing to work with the public, partners and communities to build trust and confidence with the Police, this includes launching a Leicester, Leicestershire and Rutland wide public perception survey.
- Revitalising the Neighbourhood Watch scheme and other watch schemes in Leicestershire in conjunction with National Neighbourhood Watch.



The Peelian principles

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

- 1 To prevent crime and disorder, as an alternative to their repression by military force and severity of legal punishment
- 2 To recognise always that the power of the police to fulfill their functions and duties is dependent on public approval of their existence, actions and behaviour, and on their ability to secure and maintain public respect
- 3 To recognise always that to secure and maintain the respect and approval of the public means also the securing of the willing co-operation of the public in the task of securing observance of laws
- 4 To recognise always that the extent to which the co-operation of the public can be secured diminishes proportionately the necessity of the use of physical force and compulsion for achieving police objectives
- 5 To seek and preserve public favour, not by pandering to public opinion, but by constantly demonstrating absolutely impartial service to law, in complete independence of policy, and without regard to the justice or injustice of the substance of individual laws, by ready offering of individual service and friendship to all members of the public without regard to their wealth or social standing, by ready exercise of courtesy and friendly good humour, and by ready offering of individual sacrifice in protecting and preserving life
- 6 To use physical force only when the exercise of persuasion, advice and warning is found to be insufficient to obtain public co-operation to an extent necessary to secure observance of law or to restore order, and to use only the minimum degree of physical force which is necessary on any particular occasion for achieving a police objective
- 7 To maintain at all times a relationship with the public that gives reality to the historic tradition that the police are the public and that the public are the police, the police being only members of the public who are paid to give full-time attention to duties which are incumbent on every citizen in the interests of community welfare and existence
- 8 To recognise always the need for strict adherence to police-executive functions, and to refrain from even seeming to usurp the powers of the judiciary of avenging individuals or the State, and of authoritatively judging guilt and punishing the guilty
- 9 To recognise always that the test of police efficiency is the absence of crime and disorder, and not the visible evidence of police action in dealing with them





Visiting Hill Farm, Launde



Pinning leaflet in Oadby



Visit to the Atkins Centre



Rupert outside the EMCYP



???????

Making Leicester, Leicestershire and Rutland Safer

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

POLICE AND CRIME COMMISSIONER FOR LEICESTERSHIRE POLICE AND CRIME PANEL

Report of	OFFICE OF THE POLICE AND CRIME COMMISSIONER
Subject	POLICE AND CRIME COMMISSIONER STRATEGY REPORT – ESTATES INSIGHT REPORT
Date	9 OCTOBER 2023
Author	KIRA HUGHES, CHIEF FINANCE OFFICER

Purpose of Report

1. This paper gives an update on the current Police Estate; providing an update on the current capital programme, ongoing projects and S106.

Background

2. The Estates Strategy was approved at the Corporate Governance Board on the 20th March 2023. It sets out the Strategic focus and outcomes in relation to the estate (set out below).
3. The Capital Strategy was approved in January 2023 and presented to the Police and Crime Panel on 1st February 2023. This is underpinned by the Estates Capital programme and the Estates Strategy.
4. The basis for the Estates capital programme comes from changes in user requirements, the Estates Strategy, biannual surveys of all buildings and requirements set out in the PCC's Police and Crime Plan.

Recommendation

5. It is recommended that the Panel note the contents of the report.

Police Estate

6. Leicestershire Police's estate currently consists of 31 premises, across 20 locations and 58 Neighbourhood Offices.
7. The Neighbourhood Offices generally have no formal lease and they have no monetary value to the Force. They either have no running costs or very minimal such as a small contribution towards utilities.
8. The main sites currently total around 50,000 square meters, with the largest site being the multi-building campus style Force Headquarters which extends to a total of 18,000 square meters. The estate is a mixture of freehold and leasehold

premises and increasingly is made up of partnership premises which are shared with blue light or other partners.

Strategic Focus and Strategic Outcomes

9. The Strategic focus when it comes to estates is:

- a. Highly visible local policing with good public access in each Neighbourhood Policing Area (NPA).
- b. Locally-based facilities with spaces to allow beat teams to remain on their beats and, where possible, support local residents in a private, confidential environment.
- c. A Force wide estate which enables flexible and agile working to encourage collaboration between different departments and partners.

10. The Strategic outcomes are as follows:

- a. To strengthen local policing and increase visibility.
- b. To provide good quality estate that is professional in its appearance and promotes public trust and confidence in policing.
- c. To maintain an estate that continues to meet national requirements, including specialist provision for victims and witnesses.
- d. To collaborate with emergency services and other partners to enhance our ability to achieve service benefits and efficiencies.
- e. To be progressive in our application of hybrid-working practices to maximise operational effectiveness and efficiency whether delivered by police officers or staff.
- f. To provide accommodation that responds to the demands of modern policing, embracing the digital and cultural changes that enable more flexible and agile use of the police estate while promoting sustainable means of delivering our service.
- g. To drive improvements in the economy, efficiency, effectiveness and sustainability of our estate, releasing financial resources compatible with other strategic aims for re-investment in the priorities of our police service.

Progress of Approved Schemes

11. **Estates Review - Coalville** (Total Budget £1,307m) 100% Complete.

Works to co-locate in the Fire Station with LFRS and EMAS. The final phase of this project was completed earlier this year with the purchase of the land from EMAS and the formation of the car park.

12. **Extension to Firearms** (Total Budget £500k) 5% Complete.

Construction of a new office and refurbishment/expansion of the locker rooms to accommodate more equipment. Work commenced at the beginning of September. Completion expected to be April 2024.

13. Solar PV – FHQ (Total Budget £320k)

Project to construct a solar farm at FHQ to reduce carbon emissions. Design works are now complete and out to tender. Completion expected mid-2024.

14. Vehicle Charging (Total Budget £100k) 10% Complete.

Project to install charging infrastructure in preparation for electric vehicles. Distribution boards have been installed ready for works. Charging company to be appointed shortly. Expected completion March 2024.

15. Oakham Front Enquiry Office (Total Budget £60k) 100% Complete.

Part of the PCC's commitment to rural policing. Construction of a new FEO at the existing Oakham Police Station. Works complete April 2023.

16. Minor Works & DDA Upgrades (Total Budget £150k) 60% Complete.

This is a year-on-year ongoing request. Most of this budget is used to finance the post of the Capital Project Manager. The remaining budget is used for urgent minor projects or otherwise unforeseen works such as security, DDA and other statutory compliance schemes.

17. Euston Street Cooling (Total Budget £670k).

Project to increase the currently undersized cooling plant for the IT equipment at Euston Street. Works have been designed and tendered and are ready to start on site once the contractor has passed security clearance.

18. Oakham Heat Pump (Total Budget £65K).

Oakham police station is currently heated by inefficient storage heaters that are expensive to run. As Oakham is a relatively small building it is proposed to use this building as a test case for the eventual installation of heat pump technology in our other buildings. Designed, tendered and ready to start once security clearance is gained.

19. Beaumont Leys Gate Replacement (Total Budget £80K) 100% Complete.

Beaumont Leys police station has the original speed gates, one set for entry into the yard and one set for exit. These gates are now over 40 years old and are failing on a regular basis. The service contractor is struggling to get parts and when they can, they can take weeks to arrive leaving the station vulnerable from a security perspective. The contractor has recommended that these gates are replaced.

20. Spinney Hill Replacement Heating (Total Budget £55k)

Spinney Hill's VRV heating system is over 18 years old and at end of life. A replacement system is needed. A designer has been appointed.

21. Commercial Freezer Replacement – FHQ (Total Budget £85K)

The commercial walk-in freezers in the canteen at FHQ are around 50 years old. They are unhygienic and failing regularly. Design works are now complete, and the project has been tendered. Unfortunately, this has come in £15K over budget due to rapidly increasing inflation.

In-year Project Funding Requests

22. The following projects have been approved in-year.

23. Lutterworth Neighbourhood Office (Total Budget £75k)

Formation of a new neighbourhood office in Lutterworth. The Town Council have offered additional space in the pavilion rent free for 10 years. The alteration works should cost around £75K which should be able to be funded by section 106 monies.

24. Neighbourhood Offices Signage and Lanterns (Total Budget £6k)

To increase police visibility the OPCC would like to see signage and blue lanterns fitted at some neighbourhood offices which are owned by partner agencies. It was agreed to do a trial 4 buildings with the aim to roll it out to further buildings if successful.

25. Refurbishment of the Occupational Health Unit (Total Budget £175k)

Project to refurbish and update the occupational health department.

26. FIB Admin 2 Minor Alterations (Total Budget £35k)

Project for minor works in Admin 2 building to comply with the Equality Act.

Reinforced Autoclaved Aerated Concrete (RAAC)

27. During 2022 the Force engaged a Structural Engineer to undertake a survey of the Police Estate for any RAAC. No RAAC was found within the Police Estate.

S106 update

28. A number of draw down requests have been sent to the local councils relating to a Specials van and NATO helmets.

29. 2 councils have been approached in relation to repurposing. One council stated cost of repurposing is £1300 per signatory in respect to a new Deed of Variation per interested party. Another council agreed that there is a cost element but maybe more flexible in respect of their costs.

30. A drawn down request will be put forward to Harborough District Council for the Lutterworth Neighbourhood Office (as per above).

31. A proposal was agreed at Corporate Governance Board on 25th September 2023 to utilise £160k of S106 funding for 5 electric vehicles. A number of covenants have been identified as a potential to finance the vehicles and will be progressed with the relevant local authorities.

Looking forward

32. Over the next 10 years, the Force will need to adapt to a number of strategic challenges These include: a greater reliance on and investment in technology to respond to and investigate crime; changes to our work force which is younger, has less years served, and has different expectations of how and where to work; expectations of the public, balancing high visibility of local policing with online services; population growth in areas of Leicester, Leicestershire and Rutland and our response times to those locations; current and potential economic pressures; working within an environment shaped by climate change and minimising our environmental impact where possible.
33. Annually these challenges are reviewed as part of the Force's planning cycle, but this longer view is particularly relevant to this Estates Strategy.
34. A vision for the next 10 years:
- a. A highly flexible, low cost, efficient estate that provides good quality accommodation which is low carbon and high-tech.
 - b. Value for money and cost assurance in the long term.
 - c. Fleet electrification with suitable, affordable and effective charging facilities and infrastructure.
 - d. Investment in contact management that exploits technology and enables flexibility by best use of physical estate and virtual technology capability.
 - e. New facilities planned for key areas of growth (North West and South West Leicestershire) with combined use by partners to provide best value.
35. What the Force propose to do in the next 10 years:
- Cooling upgrade to IT rooms at Euston Street.
 - If cost effective, construct a new station in Coalville within the next 5 years.
 - A review of the Contact Management Department at Force Headquarters.
 - Install further solar panels.
 - Replace gas heating with heat pump technology.
 - Dispose of Tigers Road leased building.
 - Extend / alter the Firearms building at Force Headquarters.
 - Potential replacement of Force custody suites.
 - Maximise opportunities for 'pop up shops' in local neighbourhoods to improve trust and confidence in policing through interactions with local communities.
 - Explore options for shared facilities with blue light and other public sector partners.

Implications

Financial: Detailed in report
Legal: None
Equality Impact Assessment: None
Risks and Impact: None
Link to Police and Crime Plan: See report
Communications: None

Background Papers

Proposed Precept 2023/24, Leicestershire Police & Crime Panel, 1st February 2023

Person to Contact

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POLICE AND CRIME COMMISSIONER FOR LEICESTERSHIRE

POLICE AND CRIME PANEL

Report of	OFFICE OF POLICE AND CRIME COMMISSIONER (OPCC)
Subject	MODERN DAY SLAVERY AND HUMAN TRAFFICKING
Date	9 OCTOBER 2023
Author	LIZZIE STARR, DIRECTOR OF GOVERNANCE AND PERFORMANCE, OPCC

Purpose of Report

1. The purpose of this report is to provide the panel with an update on the Forces positions with regards to Modern slavery and Human Trafficking (MSHT).
2. The report will also include an update on the contingency hotels.

Recommendation

3. The panel is invited to note the contents of this report.

Background

4. Modern Slavery and Human trafficking features in the Strategic Policing Requirement (SPR) under Serious and Organised Crime. As part of the statutory role of the PCC, to monitor performance against the SPR, the commissioner requested an update report to be produced for the corporate governance board.
5. The Force has a MSHT team which was introduced in September 2019. The team is made up of a Detective Inspector, four Detective Sergeants and a specialist team of experienced Detectives, Police Officers and Police Staff.
6. The Modern Slavery Team are all qualified specialists having attained completion of modern Slavery Investigators course ran by the College of Policing. The team are considered experts in their field and receive regular continuous professional development opportunities. Regionally, Leicestershire are the only force operating a dedicated Modern Slavery team within a wider exploitation team. This operating model is key in delivering against the forces strategic plan.
7. Referrals to the team consisting of both identified concerns and criminal investigations have increased significantly since the team's creation. The increase is considered attributable to the continuing growth in the identification and understanding of this type of criminality/vulnerability both internally, by partners and wider public.

8. Modern Slavery investigations are unique and complex. Investigations will often have an international footprint with varying layers of vulnerability to the victims. The composite vulnerability of the victim is preyed upon by perpetrators who exploit and traffic victims for a multitude of criminal gains. Victims are often too scared to report to the authorities or do not realise that they are being exploited.
9. In an average month the team will investigate approximately 35 live investigations, receive 20 referrals from the National referral mechanism (NRM) and assist in a further 15 investigations providing tactical advice.
10. The expertise of the team is shared across the force by the offer of specialist advice, specifically around the application a defence available in law to victims of exploitation and slavery. This is a key feature to preventing the criminalisation of victims.

Significant developments

11. The East Midlands Policing region has embedded two Victim Navigators through the help of Justice and Care who are a registered charity.
12. The victim navigators assist the Modern Slavery team in finding alternative accommodation for victims. The Navigators support the individual victims needs effectivity taking this responsibility from the investigation team to maximise the chances of victims being able to attend court in any subsequent criminal hearing.
13. Leicestershire Modern Slavery Team have 24/7 access to the victim navigators and have forged a strong working relationship.
14. The Modern Slavery Team have developed and maintain a key network of individuals from across multiple agencies to form a partnership in tackling Modern Slavery. The partnership includes, Immigration colleagues, Department of Work and Pensions, Crimestoppers, Barnardo's, Hope for Justice, Local Authority, Health and others. The key individuals operate in a similar way to a KIN within the neighbourhood policing model and openly share concerns, new emerging themes and help to problem solve at a multiagency level.
15. Leicestershire Police supported on Operation Tacit, an enforcement operation of co-ordinated activity around modern slavery concerns in the garment industry. Op Tacit was one of the largest multi-agency labour enforcement operations of its kind with significant partnership buy-in and resources. Operation Tacit successfully completing over 600 pro-active victim identification visits. The operation created a national blueprint for operations of this kind and provided significant partnership experience and learning that is shared regionally.
16. A problem profile was commissioned to understand that MSHT footprint within LLR. The profile as expected, demonstrated that the majority of the recorded crime occurrences were in the West End of the city. The findings and recommendations of the report are shared with key partners in order to try to meet our current MSHT strategy.

Horizon Scanning

17. The slavery of children is referred to as Child Criminal Exploitation (CCE).
18. The growth in CCE offences recorded by the organisation in the last three years is significant and is the largest area of growth within the Exploitation Team. This is likely to be as a result of educating package developed to raise the profile of CCE amongst colleagues and other professionals regarding the indicators to be aware of.
19. Organised Immigration Crime (OIC) is often an enabler for MSHT crime. There are a number of hotels across LLR that are utilised for housing asylum seekers. This has resulted in strong community engagement at a local policing level. Whilst the Force are cognisant of the potential Links to MSHT there is no specific intelligence or information that asylum seekers in LLR are actively being targeted by organised crime groups.
20. Following a discussion with the Force in CGB in September the Force will be presenting a briefing paper to the PCC that will propose a wider approach utilising best practice from other forces, detailing how the partnership can work as a collective to best use national and local intelligence to work together to better identify, target and disrupt these offences taking place.

Implications

Finance:	No financial implications
Legal:	The PCC has a statutory duty to monitor the force performance in relation to the SPR.
Equality Impact Assessment:	Completed as a part of the problem profile.
Risks and Impact:	None

List of Attachments / Appendices

None

Persons to Contact

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POLICE AND CRIME COMMISSIONER FOR LEICESTERSHIRE POLICE AND CRIME PANEL

Report of	OFFICE OF POLICE AND CRIME COMMISSIONER (OPCC)
Subject	DOMESTIC ABUSE AND VIOLENCE AGAINST WOMEN AND GIRLS UPDATE
Date	9 OCTOBER 2023
Author	LIZZIE STARR, DIRECTOR OF GOVERNANCE AND PERFORMANCE, OPCC

Purpose of Report

1. The purpose of this report is to provide the panel with an update on the data, activities and outcomes relating to Domestic abuse (DA) and Violence Against Women and Girls (VAWG)

Recommendation

2. The panel is invited to note the contents of this report.

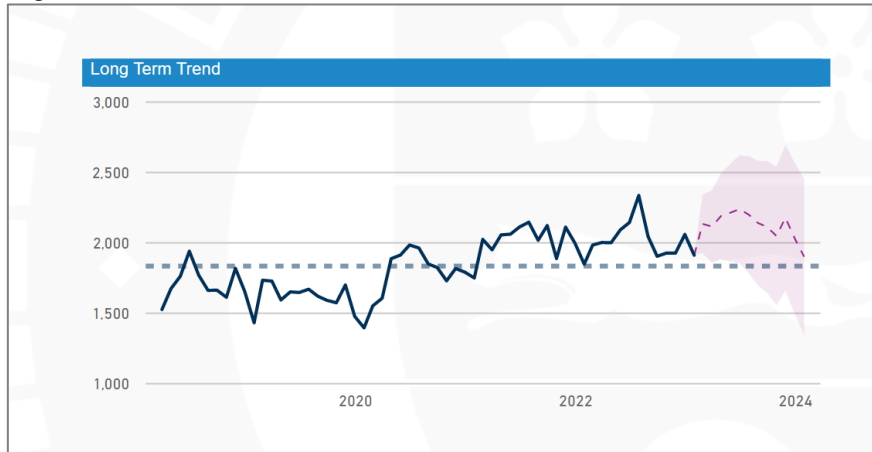
Domestic Abuse

3. Domestic Abuse (including Stalking and Harassment) is a Strategic Priority as part of the Force's 2022/23 Control Strategy. Crimes are identified as being 'Domestic Abuse related' by the Police if the offence meets the cross-governmental definition of domestic violence and abuse. This includes any incident or pattern of incidents of controlling, threatening behaviour, violence, or abuse between those aged 16 years or over, or have been, intimate partners or family members regardless of gender or sexuality.

Leicestershire DA Trend (Source: Leicestershire Police Data)

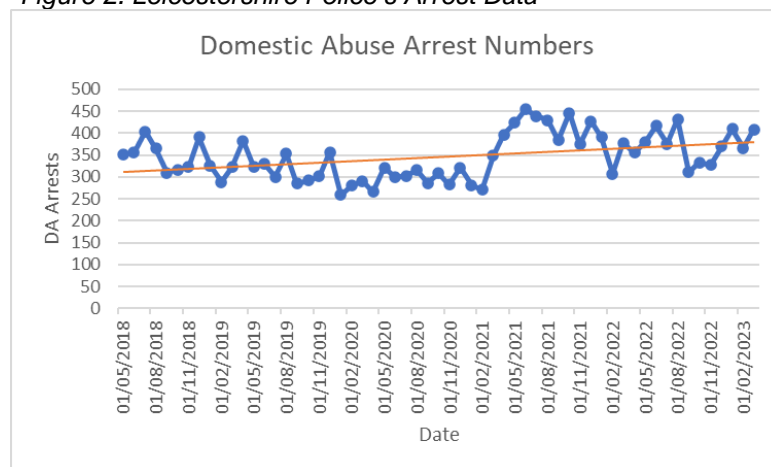
4. Data below includes all occurrences, (i.e., both crime and incident data) for the rolling 12-month period and shows a very slight increase compared with the previous year, an increase of 0.3%. After peaking in August 2022, the figures have returned to expected levels. Further analysis indicated that there was no specific reason for this spike in occurrences. It was consistent with the expected higher levels of DA in the Summer and also with an increase across multiple crime types in August.
5. Forecasted data suggests that DA will continue to rise after February, peaking in the Summer months and then decreasing in the latter months of the year but no significant changes to the data are currently predicted. Note that forecasting can only give an indication or steer as to what could happen in the future based on previous historical data. It cannot account for any future changes to process or department operations, external factors etc.

Figure 1: Trend: Total DA occurrences



6. Leicestershire Police data shows a current arrest rate of 25.1% [rolling year to 02/04/2023: 17,889 crimes and 4,483 arrests]. In 2021 there was a change in the arrest rate which has been maintained since as shown by the increasing trend line below. Further analysis is being conducted to understand this change in the arrest rate.
7. The Force also measures the DA arrest level by DASH (Domestic Abuse, Stalking, Harassment and Honour based violence) Risk Assessment. In 88% of cases an arrest was made for a High Risk DA Subject. This increased to 90% in the period from 1st October 2022 – 2nd April 2023.

Figure 2: Leicestershire Police's Arrest Data



8. Force data indicates that 7.2% of all DA offences finalised since 1st April 2022 (irrespective of when the offence occurred), had an outcome of Charge/Summonsed.

DART (Domestic Abuse Resolution Team)

9. DART offers victims of DA the chance to speak to an Officer virtually from a device in their own home or elsewhere, with regards to lower risk DA incidents. Since commencing in September 2022, the Team has taken over 1800 reports away from the front-line, assisting front-line Neighbourhood Patrol Officers (NPO) and ensuring victims are safeguarded where necessary. DART has a target to resolve over 80% of incidents at first point of contact for the first year and is

currently on track to achieve this with a current resolved rate, since September 2022, of 80.8%. This is an efficiency saving of around £136,500 which equates to 4 PCs.

10. DART has also achieved:

- a. Over 1000 incidents have a book appointment, which is on track for 3500 per year, equalling 20% of the force DA.
- b. 770 incidents completely resolved.
- c. Period of unknown risk reduced by 91% (8.9 days).
- d. 26% reduction in daily outstanding DA (average 12 per day).
- e. Force 25% reduction in DA under investigation.
- f. 188 Storm markers added
The attendance time is halved when DA is present.
- g. 312 Niche markers added
- h. Positive outcome rate for DAU for medium and standard risk cases managed in the department increased from 42.6% to 44.4%.
- i. Positive outcome rate for high risk cases in the DAU increased from 47.6% to 53.8%.

11. DART have also set up a Threat Assessment Unit which seeks to identify those cases daily which are repeat and cause concern. A new methodology is being developed to identify these cases using the factors known to increase risk of homicide. The cases are flagged on police systems to assist in prioritising these high harm cases and capacity has been increased in the Domestic Abuse Investigation Unit to provide specialist investigation to an increased number of cases identified as escalating risk. The Threat Assessment Unit also identify high harm cases for longer-term problem-solving management by NPA's. Initial analysis of the impact of the plans indicates a reduction in repeat victimisation and demand.

Domestic Violence Protection Orders (DVPO)

- 12. Where the Police have reasonable grounds for believing a perpetrator has used or threatened violence towards the victim who is at risk of future violent behaviour, they can issue a DVPO on the spot, providing they have the authorisation of an Officer at Superintendent rank. The Magistrates' Court must then hear the case for the Protection Order itself – which is the second step – within 48 hours of the Notice being made.
- 13. Leicestershire Police have good compliance between a notice being issued and that being changed to an order [please see Figure 5]

Figure 5: DVPN/DVPO

Date	DVPN Issued	DVPO Granted	Victim in Support	Notices to Orders
April 21	27	27	14	100%
May 21	30	30	17	100%
June 21	23	23	17	100%
July 21	22	20	12	91%
Aug 21	27	25	13	93%
Sept 21	18	16	12	89%
Oct 21	23	23	9	100%
Nov 21	19	18	9	95%
Dec 21	26	26	12	100%
Jan 22	19	18	10	95%
Feb 22	10	8	5	80%
March 22	23	23	12	100%
April 22	20	19	13	95%
May 22	14	14	8	100%
June 22	18	17	9	94%
July 22	19	18	8	95%
Aug 22	17	17	8	100%
Sept 22	13	11	9	85%
Oct 22	25	21	12	84%
Nov 22	16	16	6	100%
Dec 22	17	16	10	94%
Jan 23	20	20	11	100%
Feb 23	18	16	6	89%
March 23	25	16	6	64%

Confidence and User Satisfaction

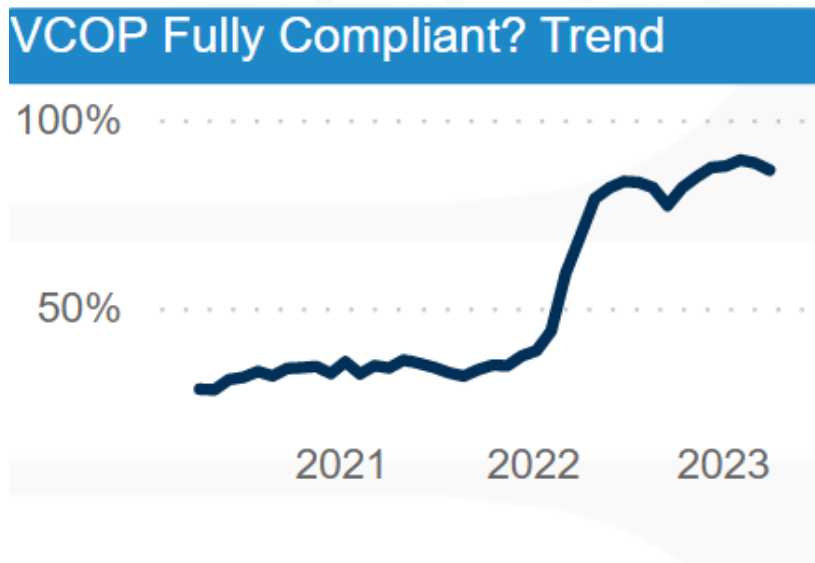
14. The overall satisfaction rate for Victims of DA reported in February 2023 saw a small decrease, falling to 82.1%. This is the lowest level since September 2021. It should be noted that the Victim Satisfaction surveys are a small sample size in comparison to the total number of DA victims. Therefore, this data is difficult to extrapolate to all victims.
15. Throughout 2022 the overall monthly satisfaction rate remained consistent, ranging between 83% and 86%. The lowest satisfaction rate within the questionnaire is the 'Follow Up' question. Victims said they were either not updated in the way they requested or within the 28 day timescale. At the start of 2021 the satisfaction rate for treatment stood at 79.4%. Over the past year there has been a steady decline in this rate falling to 70.8% in February 2023.
16. The satisfaction rate for initial contact continues to be consistently high with a 95% rate reported for the last 3 months. This is an increase compared with a year ago where the rate was 91%, indicative that improvements have occurred particularly with the introduction of the Domestic Abuse Resolution Team (DART). DART have changed the way the Force responds to DA incidents, to ensure greater efficiency alongside a quality service.

Victim Compliance

17. Victim Compliance (VCOP) has been improving over 2022. At the time of writing, 95% of victims have an up to date (within 28 days) Victim Needs Assessment and

90% have been updated recently with their preferred contact method. Please see below for the trend line.

Figure 6: VCOP Compliance



18. Leicestershire Police is working with the region to implement a new victim update template which includes time, method of contact, nature of contact and any change in the way a victim wishes to be contacted from the initial selected method.

Violence Against Women and Girls

19. VAWG is a Strategic Priority for Leicestershire Police. In September 2022, the Force appointed a dedicated VAWG lead at Detective Superintendent level, who is responsible for driving the force's response to VAWG, in collaboration with the NPCC VAWG Taskforce and partners both in LLR and across the region. Improvements in performance, police culture, training, policies and procedures are driven by the Force's VAWG Action plan, which in turn is informed by specific plans, aligned to the 3 pillars of the National Framework: Building Trust & Confidence, Relentless Pursuit of Perpetrators and Safer Places. A Statement of Intent, which will underpin the action plan and will be both inward and outward plan, has been agreed by the Chief Officer Team.
20. There are different methodologies to measure VAWG. For example, the VAWG Taskforce requires only female victims over 10 on certain crime types, whereas the CPS also recognise that men can also be victims of domestic abuse and sexual offences. The Home Office measure VAWG Offences by measuring Rape, Other Sexual Offences and Stalking and Harassment – both male and female victims for all offences.
21. Please note that when viewing the below trends and percentage changes it has to be taken into consideration that in 2021 Leicestershire received an outstanding CDI compliance of 98%. This was due to the increase in the DDMs in 2020 after in 2017 Leicestershire received inadequate CDI compliance. Therefore, the

number of crimes might be considered high in some cases, but this is partly due to the accurate recording.

Leicestershire VAWG Source: Leicestershire Data

22. The methodology that the Home Office use will be selected within force Power BI Dashboards to establish a difference between years [Crimes of: Rape, Other Sexual and Stalking and Harassment]. There has been a 5% decrease in the above offence types between 21/22 and 22/23. Compared to the COVID year of 20/21 there was a 12% increase, and Pre-Covid there has been a 64% increase (19/20).

Figure 7: Force VAWG Data changes

Dates	Volume	% Change
March 19 - March 20	11,811	-
March 20 - March 21	17,280	46%
March 21 - March 22	20,382	18%
March 22 - March 23	19,348	-5%

Figure 8: Force VAWG Data



23. The increase in reported crimes for VAWG offences can be taken as a positive. The Public have the confidence in Leicestershire Police to report these crimes. When looking at the satisfaction for Domestic Abuse the current rate is 84% and 83% for confidence. Both percentage figures have remained stable around the mid 80-90%.
24. Even though there is high satisfaction and confidence, the positive outcome rate has dropped from 9.3% in March 2022 to 7.6% in March 2023 [Stalking and Harassment, Rape and Other Sexual Offences]. The positive outcome rate decreased in 2022, but in recent months there has been a change, and if this current position continues then the positive outcome rate will increase for 2023. The highest outcome is evidential difficulties, primarily that the victim does not support further action with a suspect identified. Due to the complex nature of VAWG offences, as the victim/suspect relationship is often Partners or ex-partners, the victims may feel the pressure to not take the offence any further.

Figure 9: Outcomes

Year	Positive Outcome
2019 - (Pre Covid Lockdowns)	8.7%
2020 – Covid Lockdowns	8.1%
2021 – Part Covid Lockdowns	8.9%
2022 – Post Covid Lockdowns	7.6%
01/01/2023-05/03/2023	10.2%

25. The median length of a VAWG investigation has remained static around 30-40 days for 2022 and has recently decreased from 40 in January to 35 in March 2023. There has been a decrease in the number of crimes under investigation of which aligns with the decrease in offences.
26. The Force has developed a new finalisation template on Niche to capture why and when victims disengage from police action or prosecution. This is a new development and compliance with its use will be monitored through PowerBi. This has also been reviewed at the Ethics and Transparency Panel.

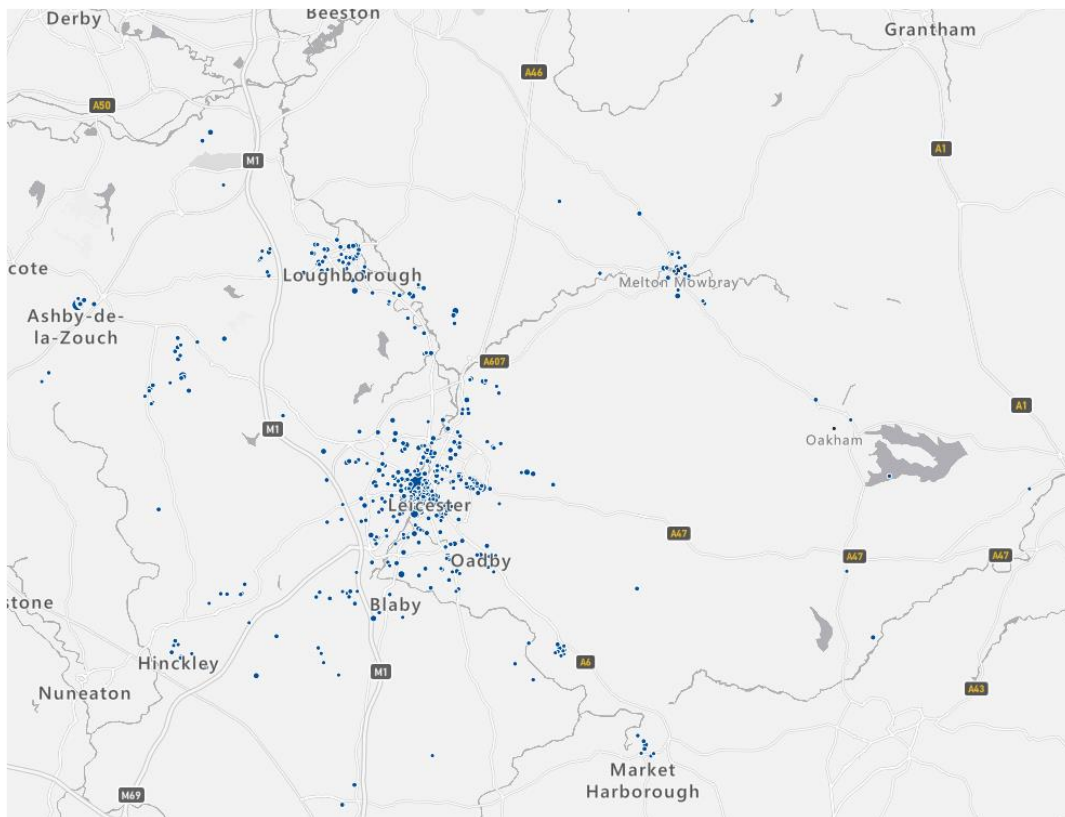
Op Lakers

27. At the end of 2021 there was a national concern around needle spiking in Nightclubs. Leicestershire were victim to this, and any spiking incidents are still being monitored. Between April 2022-Feb 2023 there have been 223 Op Lakers reports. It has been difficult to show whether there have been any positive spiking incidents. One of the main problems is that in most cases alcohol has been consumed, which masks any alcoholic spiking. Also, recreational drugs may have been taken, which has the same issue.
28. The force has become one of the first nationally to pilot reporting of spiking via the Single Online Home.

Street Safe

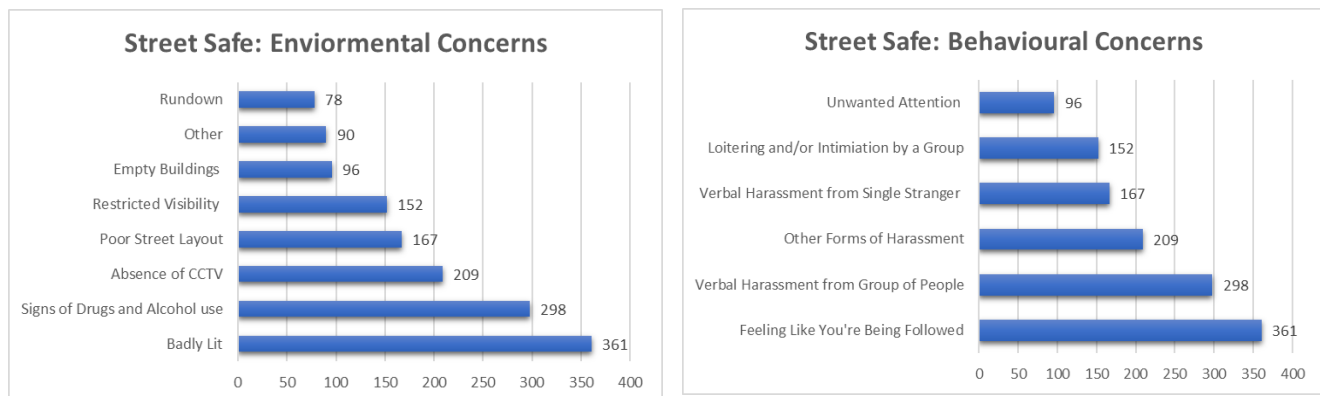
29. Since September 2021 Street Safe has been a collation tool to view environmental and behavioural concerns from the public. There have been 643 reports with 1,869 concerns reported in Leicestershire to date. The below map shows these reports, there are clear hot spots within the City, Loughborough, Melton Mowbray, Ashby de la Zouch and Hinckley.

Map 1: Street Safe Locations



30. The concerns that have reported in Leicestershire are shown below.

Figures 10 & 11 Street Safe Concerns

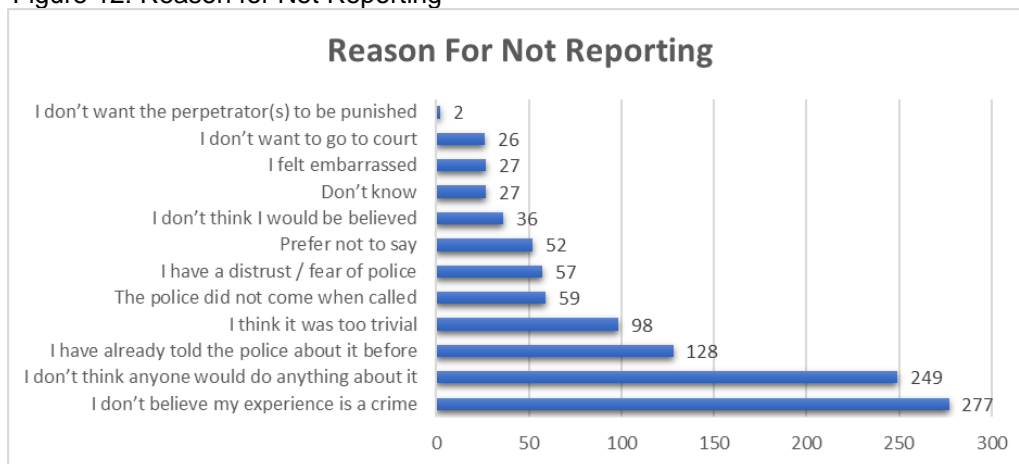


31. The behavioural concerns are often consequences of the environmental concerns that breed crime. If these environmental concerns were dealt with then naturally these consequences would dissipate.

32. The City Parks such as Victoria Park and Abbey Park are hot spots for reports. Leicestershire Police also noted the increase in sexual offences being committed in Victoria Park and as such Victoria Park was a Force Priority in Feb 2022.

33. A new live data app has been made available in recent months by the College of Policing Knowledge Hub and is promoted by the Force VAWG Lead. Monthly updates from Street Safe are presented in Force Meetings. This allows proactive patrols and/or reassurance to the public that the Police are taking their concerns seriously.
34. The local authorities (Borough Councils) have been contacted about Street Safe. The councils needed to be aware of these reported problems so they can be fundamental in helping fix these environmental concerns. This is a gateway into understanding the areas of concern from the public for the Local Authorities.
35. The demographics of the reporters is limited. The majority prefer not to say anything further than their sex, therefore to draw any conclusions would be invalid. Female reporters are the majority at 69.6%.
36. The reasons for people not reporting their concern to the police is varied. The largest reason is that they 'didn't believe their experience is a crime'. The other reasons highlight doubt around the Police themselves [see Figure 7]. The fear of a lack of support or trust is a present factor. Due to the lack of demographic data it is unfortunate that further analysis cannot be completed which could highlight the demographics of whom felt this way.

Figure 12: Reason for Not Reporting



Police Complaints Data

37. Professional Standards Data has been obtained to increase the knowledge of VAWG offences with internal staff.
38. Within the period January – December 2022 Leicestershire Police received 44 allegations (37 Cases) of Police Perpetrated VAWG. Allegations. *Complaint or misconduct investigations can have multiple allegations attached to it, which is why the cases and allegation numbers are different.*
39. The 44 allegations are broken down to 18 Complaint Allegations and 26 Conduct Allegations.

40. The 37 cases are broken down in 16 Complaint Cases and 21 Conduct Cases.

41. Summary of how the matters were finalised

- 10 Case to Answer (Conduct investigations)
- 5 No Case to Answer (Conduct investigations)
- 5 NFA
- 10 Service Acceptable (Complaints)
- 1 Service Not Acceptable (Complaints)
- 13 Live

42. Of the 27 Cases finalised the average time to complete was 60 days with the longest being 204 days and the shortest being 4 days.

43. Recently, Leicestershire Police published data to the BBC on their Police Perpetrated VAWG. This was a different time period of October 2021-March 2022 but provides further insight.

Figure 13: PSD Police Perpetrated (PP) VAWG

Complaint	Number
Total number of unique VAWG complaint cases	19
Total number of unique VAWG conduct cases	5
Total number of unique VAWG cases	24
Total number of unique VAWG complaint allegations	24
Total number of unique VAWG conduct allegations	5
Total number of unique VAWG allegations (complaint and conduct)	29
Total number of unique subjects of PP VAWG complaint allegations	49
Total number of unique subjects of PP VAWG conduct allegations	5
Total number of unique subjects of allegations (complaint and conduct)	54

44. Between the reported time period, Leicestershire Police investigated five PP VAWG misconduct cases.

- In one case, it was deemed as gross misconduct. A criminal investigation remains ongoing.
- In one case, gross misconduct was proven and the staff member was dismissed
- In one case, a gross misconduct hearing is due to be heard. The officer concerned has resigned.
- In one case, it was found there was a case to answer for misconduct. The staff member resigned preventing any further action
- In one case, it was found there was no case to answer.

45. Between the reported time period, Leicestershire Police investigated 19 PP VAWG complaints

- In nine cases, it was found that service was acceptable – in two of these cases there was an action for the individual concerned to learn from reflection
- In two cases, it was found service was not acceptable - in one case there was an action for learning from reflection, in one case it was referred to the formal Reflective Practice Review Process

- In three cases, the case is sub judice – the case is awaiting the outcome of ongoing court proceedings
 - In five cases, no further action was required – this outcome was determined for a number of reasons including due to no consent being provided by the complainant for the case to progress and due to the case being referred to another force
46. Detective Superintendent Rich Ward, from the force's Professional Standards Department, said: "The public and the force rightly expect the very highest professional standards of behaviour from all of our officers and staff and that they can trust and have confidence to report to us. I know that the overwhelming majority of employees in our force adhere to these high standards and act professionally.
47. "When a formal complaint is made against an officer or staff member, these are always taken very seriously and recorded and handled in line with national statutory guidance and investigated by the force's Professional Standards Department in order to establish the full circumstances of the allegations.
48. "If standards have been breached, the appropriate action will be taken by the Force, as evidenced by the robust action taken in respect of the five misconduct allegations we recorded in this period."

Conclusion

49. The implementation of DART demonstrates the Force has been proactive in trying to support and improve the service to victims of DA, evidenced by the recent improvement in the Satisfaction rate for initial contact. The increased capacity in the DAIU has resulted in a greater number of cases being investigated by specialist resources and higher outcome rates being achieved in the department. This has increased capacity for NPO resources to focus on attending and investigating domestic abuse cases.
50. A programme of continual professional development for all NPOs relating to domestic abuse and stalking is being delivered through the NPO Training schedule to improve investigation standards and address cultural and language issues identified. Inputs have also been delivered on the use of Stalking Protection Orders and the current input focuses on how to undertake an evidence led investigation in DA.
51. As per the Police and Crime Plan and under PEEL it is important that the Force continues to identify and support the most vulnerable in our communities and to hold those to account, who cause most harm.
52. In summary, VAWG has been a Strategic Priority for Leicestershire Police and now it is a part of the Strategic Policing Requirement. As previously mentioned, the increase in offences will be affected by the increase in confidence in victims to report, which is driven by better partnership working and initiatives across the Force Area.

Implications

Financial: None

Legal: None

Equality Impact Assessment: N/A

Risks and Impact: Domestic Abuse is a strategic priority and under intense national focus as part of the wider focus on Violence Against Women and Girls.

Link to Police and Crime Plan: Domestic Abuse and Violence Against Women and Girls.

Communications: None

List of Attachments / Appendices

None

Persons to Contact

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POLICE AND CRIME COMMISSIONER FOR LEICESTERSHIRE POLICE AND CRIME PANEL

Report Of	POLICE AND CRIME COMMISSIONER
Subject	CORPORATE GOVERNANCE BOARD REPORT
Date	9 OCTOBER 2023
Author	LIZZIE STARR, DIRECTOR OF GOVERNANCE AND PERFORMANCE & CLARE HORNBUCKLE, EVALUATION AND SCRUTINY OFFICER

Purpose of Report

1. To provide the Panel with an update of the Corporate Governance Boards held in April 2023, June 2023 and July 2023, and the oversight of Leicestershire Police performance by the Police and Crime Commissioner for Leicester, Leicestershire and Rutland and his Office.

Recommendation

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

Background

3. The report of the Corporate Governance Boards held throughout April, June and July are attached in full as Appendices. These reports summarise the key areas in which the Commissioner has inspected Force performance and clearly summarises the reports presented and the Commissioners responses.
4. The report written is a summary of the meeting and has been written to improve the transparency around the accountability process and how the PCC holds the Force to account.
5. The OPCC regularly review all areas of performance across the force and request exception reports to CGB which forms the agenda and the reports subsequently presented.

Updates and Actions arising from the meetings

6. As requested by the Police and Crime Panel members, please see below updates on any actions arising from these past board meetings. The July actions will be included in the next update report as these will be signed off on the 25th September.
7. Actions arising from the April CGB meetings;

- a. As per the full report, it was agreed that CC Nixon would write to all officers included in the operational summary and express appreciation and thanks – **completed**
 - b. The OPCC to produce a report for the Police and Crime Panel on the work of the Force, and OPCC in relation to Domestic Abuse and VAWG (Violence against women and girls) -**completed, on October agenda**
 - c. The annual homicide review to be brought back to CGB (Corporate Governance Board) annually – **completed, added to the forward plan**
 - d. The Chair to receive a copy of the letter referenced – **completed**
8. Actions arising from the June CGB meeting;
- a. OPCC to work with the Force to produce a public facing summary of the work undertaken in relation to the East Leicester Review – **complete, attached as an appendix**
 - b. OPCC to consider gaps in relation to specialist stalking victim support –
 - c. A further POCA meeting to be arranged to discuss and agree a proposal for the surplus money, once agreed to be brought back to CGB in 6 months to review – **complete**
 - d. Carry forward requests to be reviewed by CFO – **reviewed awaiting sign off**
 - e. Financial Update report to be added to July CGB – **completed**
 - f. Transformation paper to be brought to July CGB – **completed**
 - g. PCC and Force to meet regarding Neighbourhood Active – **completed, update to CGB in January**

Attachments:

Appendix 1: Corporate Governance Report – April 23
 Appendix 2: Corporate Governance Report – June 23
 Appendix 3: Corporate Governance Report – July 23
 Appendix 4: East Leicester Briefing paper

Implications

Financial: None

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

Equality Impact Assessment: None

Risks and Impact: None

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

Communications:

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

CORPORATE GOVERNANCE BOARD

19th April 2023

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1. Overview, attendance & purpose

Overview

The Corporate Governance board was established in November of 2021, in replacement of the Strategic Assurance Board. The CGB is attended by both the OPCC and the Chief Officer Team, meeting **every 4 weeks** as of March 2023 (previously 8 weeks) to discuss and highlight the performance of Leicestershire Police force. Below is a report detailing the discussions of the meeting held on the 20th March 2023.

Attendance

Office of Police and Crime Commissioner

Mr R Matthews (Police and Crime Commissioner)
Mrs R Mahal (Deputy Police and Crime Commissioner)
Miss K Hughes (Chief Finance Officer/Resource Manager)
Mr A Champness (Interim CEO)
Mrs B Morton (Business Staff Officer)

Office of Chief Constable

Mr R Nixon (Chief Constable)
Mr D Sandall (Dep. Chief Constable)
Mr A Streets (Assistant Chief Constable)
Mr P Dawkins (Assistant Chief Officer (Finance))
Mr A Kelly (Assistant Chief Officer (Human Resources))
Mr C Kealey (Head of Communications and Engagement)

Purpose

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

- i. Overview of issue (for all areas except finance, unless the item requires an introduction)
- ii. Force update/overview
- iii. Police and Crime Commissioner response (where appropriate)

2. Operational Updates

Overview: For each Corporate Governance Board, the Chief Officer Team provide the Chair and board with a summary of operational activity. This is a document containing bullet point summaries of key updates such as successful operations, arrests and charges for the interest of the Commissioner.

Force update: The board received a paper containing a summary of operational activity from 1st March 2023 - 3rd April 2023. The report detailed 8 excellent achievements by Leicestershire Police over the course of the month such as successful county lines operations and details of successful charges for a number of serious crimes.

PCC response: The Chair congratulated the CC on the excellent work achieved and asked that he writes to the officers and staff involved passing on the PCC's thanks and appreciation for their efforts and the work involved.

CC Nixon informed the board that he would write to officers and staff involved in force operations and pass on the message of thanks.

3. Emerging national and local policing issues

i. Casey Review

Overview: The Metropolitan Police Service appointed Baroness Louise Casey to lead an independent review of its culture and standards of behaviour, in the wake of the murder of Sarah Everard and other deeply troubling incidents reported within the Metropolitan Police. The review began in February 2022 and concluded with final findings published in March 2023. The review:

- Discusses whether the Met's leadership, recruitment, vetting, training, culture and communications support the standards the public should expect;
- Recommends how high standards can be routinely met, and how high levels of trust and confidence in the Met can be restored and maintained.

The review highlights 6 key themes as well as recommendations. These themes include:

65

- Racism, Homophobia, Sexism and Misogyny
- Discrimination and bullying
- Governance, scrutiny and accountability
- Misconduct and grievances
- Recruitment, retention and progression within the service
- Neighbourhood Policing and engagement
- Specialist Departments
- Culture

Force update: The board received a paper from the COT which outlined the force's intentions regarding the Casey Review. The COT informed the board that while the majority of recommendations are directed at the Metropolitan Police, there are many areas within the review that require Leicestershire to 'sense check' their own practices, policies and procedures. The COT informed the board that as such, the Casey review is being collated into a business tracker within the Change Team. The force informed the board that the Professional Standards Department (PSD), Race Action Plan Group and VAWG co-ordination board have been consulted and will be involved in delivery of the tracker to ensure that all recommendations have the appropriate strategic governance and are delivered in conjunction with other works already in progress. CC Nixon pointed out that the team are working through the

APPENDIX 1

recommendations and will insert benchmarks as to what the recommendations mean to the force and the records will then be transferred into the trust and confidence report.

PCC response: The Commissioner thanked the COT for the report, however noted that beside all of the recommendations outlined in the report, the 'Leicestershire evidence' and 'actions' tabs were blank. CC Nixon confirmed that this would be populated going forward.

ii. Mutual Aid

Overview: 'Mutual Aid' is an international guideline set by the Strategic Policing Requirement, which clearly sets out that policing should maintain the capacity and capability to respond effectively to national threats across force-boundaries and through national and regional arrangements. Through this guidance document and existing mutual aid arrangements, forces can be confident that there is a robust mechanism to deal with threats set out in the SPR.¹ The NPCC (National Police Chiefs Council) recommends a 'framework of principles' to be followed during the planning and deployment phases of tier 3 mutual aid mobilisations, with the aim of achieving consistency for staff, donor forces and host forces in terms of allowances, rest days, deployment periods and charging, as well as key welfare and debrief considerations.

9

Force update: The board received a paper from the COT, outlining the Force's Mutual Aid Framework of Principles, regarding both national and international deployment. This framework was agreed at the Chief Constables Council (CCC) in March 2022 and adopted successfully by the Operation Unity Planning Team during the summer of 2022. The paper is 23 pages long and discusses in great detail the framework for Mutual Aid, such as national deployments, rest days, allowances and bonuses, inclusivity and wellbeing, governance and support, review and continuous learning, and further detail on how this is all adapted to international deployment.

PCC response: The Commissioner noted the report and raised no comment.

iii. Revelation CPS

¹ [Mobilisation-operational-guidance-2022.pdf \(college.police.uk\)](https://college.police.uk/mobilisation-operational-guidance-2022.pdf)

APPENDIX 1

- 1.1. Overview: 'The Crown Prosecution Service Disclosure Manual (Revised 2 August 2022) contains operational instructions on disclosure which have been issued by the CPS. It explains how the Prosecution Team have agreed to fulfil their duties to disclose unused material to the defence. These duties arise under statute and at common law. The Manual contains practical guidance to the police and CPS practitioners which supplements the framework of the Criminal Procedure and Investigations Act 1996 (CPIA), the Code of Practice and the Attorney Generals Guidelines.'

Force update: The board received the national guidance report on Revelation CPS and informed the board that they are formally accepting and adopting the approach.

PCC response: The Chair noted the report.

4. Operational Performance

i. Domestic Abuse

Overview: Domestic Abuse (Including Stalking and Harassment) is a Strategic Priority as part of the Force's 2022/23 Control Strategy. Crimes are identified as being 'Domestic Abuse related' by the Police if the offence meets the cross-governmental definition of domestic violence and abuse. This includes any incident or pattern of incidents of controlling, threatening behaviour, violence, or abuse between those aged 16 years or over, or have been, intimate partners or family members regardless of gender or sexuality.

Force update: The COT provided the chair with an update report on Domestic Abuse figures across LLR. DCC David Sandall talked the board through the report. CC Nixon informed the board that the report is very data heavy and required additional context.

The report provided by the force contained data which cannot be put in the public domain, therefore, a redacted version of the report has been produced by the office of the police and crime commissioner for the benefit of the Police and Crime Panel.

PCC response: The Chair welcomed a revised version of the paper with additional context. Mr Andrew Champness (interim CEO) pointed out a risk in the current guidance – 'the self-appointed accreditation body for domestic abuse interventions now states that a perpetrator should not be placed on a course if there are outstanding proceedings against them'. Mr Champness queried if this would have a significant impact on Out of Court Resolutions (previously known as out of court disposals) which was acknowledged by the board for monitoring. Mrs Rani Mahal (Deputy PCC) noted the positive outcome of the DART team and congratulated the force on their good work. The PCC further congratulated the force for the upward arrest trend.

ii. **Force Homicide Profile**

Overview: All forces have been asked to compile a Homicide profile for years 2019-2022 which has been submitted to the NPCC for national analysis.

Force update: The board received a paper from the CC. The report is marked as Official Sensitive and therefore the content cannot be shared outside of the CGB.

PCC response: Comments cannot be included as the item is marked as official sensitive.

iii. **Violence Against Women and Girls (VAWG)**

Overview: VAWG remains a priority area for Leicestershire Police, with a dedicated force lead. For this reason, VAWG remains a standing agenda item on the Corporate Governance Board.

Force update: The board received a paper from the CC. The report is marked as Official Sensitive and therefore the content cannot be shared outside of the CGB.

PCC response: Comments cannot be included as the item is marked as official sensitive.

5. Finance

i. Digital, Data and Technology Strategy

Overview: 'The current technological landscape cannot be sustained going forward from a financial, security or technology capability perspective. The Force's digital and data costs have increased year on year. This is largely due to an ever-complex local technology estate, including regional and national systems. With the need to innovate and deliver organisational strategies, it is more important than ever to transform and optimise, building sustainable and effective data driven technology services that deliver value for money.'

02

Force update: The board received the digital, data and technology strategy authored by the Force. It set out a strategic summary (above overview taken from the report), and clearly set out the context, planned approach, and implementation. The roadmap outlined plans for utilising MS Teams for maximum capabilities, enhancing use of Power Bi with ongoing development, developing cloud capabilities, advanced analytics, among other areas. The report also outlines a plan for governance of the strategy, and notes that highlight reports will be provided to the corporate governance board. The full report is marked official and cannot be included in the appendix.

PCC response: The report was noted by the Chair.

ii. Transport Strategy

Overview: The Leicestershire Police Transport Strategy 2022-23 outlines the Force's plan for providing Leicester with a safe, fit for purpose, economic, eco-efficient transportation solution to deliver optimum policing services.

Force update: The board received the Transport Strategy 22-23 authored by the Force. The strategy outlines the key enablers for the strategy as:

- 21
- Promote a professional fleet image to improve public trust and confidence in policing
 - Ensure fleet assets are matched to changing Policing requirements
 - Delivering value for money
 - Making the best use of technology
 - Contributing to the force's sustainability and reduced carbon footprint goals
 - Continued collaboration with partners, other forces and emergency services
 - Close working with front-line officers to refine the fleet product

APPENDIX 1

The Leicestershire Police principles for transport are:

Valuable public assets	Police vehicles are valuable public assets, which are expensive to maintain and replace.	
Costs controlled	The total cost of the Force's transport arrangements includes those incurred using non-fleet vehicles and must be strictly controlled by managers who will be held accountable for their decisions.	=====
		ive
Hire vehicles minimised	Hire vehicles must only be used when it is the most cost-effective option.	=====
Private mileage minimised	Private mileage must only be used when it is the most cost-effective option	=====
		1at
Duty of care	Leicestershire Police has a duty of care for safety when officers and staff are using transport.	=====
		ices.
Reduce carbon	Leicestershire Police has a duty of care to reduce carbon and other polluting emissions.	=====
		s and
	particularly emergency response.	
Effective alternatives	Effective alternatives to using operational cars and vans should always be considered.	=====
Police purpose only	Police vehicles should never be used for non-police purposes.	=====

The strategy goes on to give brief explanations to 19 key areas of the strategy such as utilisation of resources, minimised running costs, electrification of vehicles, partnerships and collaboration, among others.

PCC Response: The Chair noted the report.

iii. Value for Money profiles – Presentation from the Force

Overview: Value for money has been an important area of the PCC's police and crime plan since its conception. The PCC requested that the force deliver an updated Value for Money profile from national dashboards which compares the force to most similar forces (a group of police forces determined by the Home Office most comparable to Leicestershire based on demographic, social and economic characteristics relating to crime). The dashboards are owned by HMICFRS and have previously been non-interactive, PDF documents. The new interactive dashboards were presented to the force and CFO of the OPCC and subsequently, the PCC requested an updated presentation from the force based on the new release of these profiles.

Force update: The Force delivered a presentation to the board using the value for money dashboards. The value for money dashboards enable detailed analysis of the following areas:

- How much forces spend on different policing activities;
- How crime levels compare across forces, as well as what outcomes forces achieve; and
- Workforce costs, broken down by role, rank and gender.

The presentation from the Force was an updated version of one previously seen, with a note that further analytical work is ongoing in the force outside of this presentation.

The full value for money dashboards are publicly accessible on the HMICFRS website.

PCC Response: The Chair found the presentation unhelpful, stating that it was a comparison against other forces rather than an assessment of value for money. The Chair was also concerned that the data included on the dashboards was 2 years out of date at the time of collection for the presentations and wanted to know how the public could be assured that they are getting value for money.

6. Change and Transformation

i. Force's accreditation approach

Overview: 'Organisational competence in the operation of quality management systems in forensic units in the UK is assessed by the United Kingdom Accreditation Service (UKAS) against international standards (e.g. ISO17025) and guidance. Historically they have had an advisory role but with the changes outlined earlier they will be appointed by Government, to assess and accredit organisations that provide specific forensic services. Accreditation determines the technical competence, reliability and integrity of [the forces] processes and approach. UKAS aim to give confidence that, as an accredited organisation, Leicestershire Police are competent and can be trusted to deliver promised levels of performance and protection for the products and services relied on in the Criminal Justice and Investigative processes.'

The provision of accreditation is undertaken impartially, it is meant to be objective, transparent and effective using highly competent assessors and technical experts in all fields. The UKAS process is that as an assessed organisation Leicestershire Police pay for the inspection and accreditation process with each element incurring an individual charge.'

Discussions are ongoing with the Force regarding the cost pressures of UKAS accreditations.

Force update: The board received a report from the COT (overview above lifted from the report). The report went on to state the following:

'As a result of the requirement for accreditation there are significant financial implications. This includes the costs incurred as a result of requesting an accreditation visit, for assessment purposes, and the infrastructure required to include specific post holders, quality management systems, physical and technical resources and estate requirements. The costs vary dependant on the area and breadth of the accreditation requirements.'

Currently, the FCIN provide a regional manager who provides advice on the standard operating procedures (SOPS) and technical procedures required to meet the revised codes. The FCIN also have a national facility to enable proficiency testing and will also visit forces to inspect and check on current progress. The FCIN have also written many of the SOP templates that forces use to ensure processes meet ISO17025 under the revised codes.

In light of the revised UKAS codes being published on 26th January, the FCIN have confirmed that they will make amendments to their templates which is also likely to impact on their proposed re-structure and service offer to Forces.

APPENDIX 1

The FCIN are currently undergoing a review which will determine the final service level agreement that they will provide to each force. This leaves much to be understood around exactly what support forces can expect to get from the FCIN moving forward. Throughout 2022 the FCIN developed a revised set of 3 national options for delivery culminating in these being presented to National Police Chiefs Council in late 2022.

The three options presented were;

Option 1 – Central delivery of scientific methods, test centre facilities, competence assessment, corporate and quality support as a national function.

Option 2 – As option 1, plus auditing, efficiency testing and account management services.

In practice for both options this would mean:

- Each East Midlands Force becomes the legal entity for their own accreditation
OR
- One Force in the East Midlands becomes the legal entity for FCI business across the region with all FCIs fully aligned to one process

Option 3 – A single force takes national responsibility, manages UKAS assessment, national quality management, cross-force peer review.

51 In practice this would mean:

- The FCIN host force would be the legal entity for FCI nationally.

At this time our local position is Option 2 which in effect would mean we would transition to our own legal entity but with anticipation of sharing a quality management structure across the region in line with the digital workstream. This is being progressed via the regional gold accreditation group.'

The report goes on to say 'Future expenditure is likely to incur both physical equipment and software charges as well as ongoing training for the FCIs as and when the new codes are updated and published on a rolling three yearly basis.

FCIs are required to keep up to date with changes in legislation, mechanical equipment and advancements in vehicle technology. Current training forecasts for next year sit at £108,585 and have been catered for within the force training budget.'

PCC response: The report was noted by the Chair.

7. People

i. National Data Wash – Police Chiefs Council Results

Overview: Such as every force nationally, Leicestershire Police are undertaking a historical data wash following the publicity around corruption in police forces. 'A Historical Data Wash (HDW) is a check of the Police National Database's (PND) current 5.6 billion records to establish if there is any match to the HR records held by forces of their staff members. For that reason, it is a check at a given point in time back to 2010 when the PND was first created in addition to any legacy records subsequently updated into PND. This builds upon our proactive approach to standards and counter corruption through effective vetting and drug testing pre-joining, ongoing vetting and drug testing, bad apple line and our counter corruption team.'

Force update: The board received a report from the COT updating the Chair on the vetting requirements. The board was informed that the force is on track with the timeline and are compliant with the process.

The timescales outlined in the report are as follows:

What are the set time scales for delivery?

- **PHASE 1** Forces will submit the workforce data in the agreed format ready for the HDW by Friday 10th February 2023 (10 days to complete)
- **PHASE 2** The HDW will be completed and returned to forces for review by Friday 31st March 2023
- **PHASE 3** Forces will have completed a review and documented assessment of the HDW results by Friday 29th September 2023
- **PHASE 4** Police CPI will report to NPCC detailing the outcomes and findings of the HDW by 31st October 2023

The report outlines that the force is currently in phase 2 of the timeline above.

PCC response: The report was noted by the Chair.

8. Corporate Risk

Force update: New risks will be discussed at a later date at the Joint Audit Risk Assurance Panel (JARAP).

9. HMICFRS

i. Digital 9 Recommendation Review

Overview: HMICFRS released a report on 1st of December 2022 following an inspection into police force's use of digital forensics. In this inspection, the provision of digital forensics in police forces and regional organised crime units was examined. It was considered whether they understood and could manage their demand, and whether victims of crime were receiving a quality service.

✓ Digital forensics is a branch of forensic science, which includes the recovery and examination of digital devices. Today most, if not all, crimes have some form of digital footprint. It was found that the demand for digital forensic examinations was increasing year on year, and in some cases outstripped the capacity of forces to respond effectively.

The report found that there were some failings across forces, such as delays of examining devices caused by increasing demand, technology becoming increasingly sophisticated and storage on devices increasing dramatically which adds to backlog of searching devices in full, lack of sufficient understanding among police forces, all of which were deemed as ultimately failing victims of digital crimes.

The police and crime commissioner published a response to the report in line with their statutory obligations to respond within 56 days of publication. In his response, the Commissioner stated: "I was shocked to learn the extent of the confusion nationally around some of the processes involved in digital forensics which will no doubt be having an ongoing detrimental impact on victims, and those we are dedicated to serve and protect." Touching on the success already achieved in Leicestershire such as the 2 UKAS accredited digital forensic laboratories and one Level 3 accredited laboratory, a rare and highly specialist lab which supports other forces national, the Commissioner stated 'I believe that Leicestershire's Digital Forensics Unit has the potential to be a leading unit nationally and I am confident in their ability to address the failings outlined with dedication and rigour.' Addressing the backlog of pushing through digital device examinations, the force informed the Commissioner that 2 new posts had been recruited to the digital hub to aid this.

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Force update: The board received a report written by D/Supt Gibson and DCI Fletcher updating the board of the force's progress against the recommendations made in the report. The report highlighted a number of measures to reassure the Chair that positive progress was being made, such as details of governance and scrutiny meetings, details of a Digital Forensic Transformation Management Project – an integral part of the new digital forensics network, detailed training plans, and so on.

PCC response: The Chair noted the report.

10. **Any Other Business**

None raised.

Date of next meeting: May (cancelled), 21st June

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

CORPORATE GOVERNANCE BOARD

21st June 2023

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1. Overview, attendance & purpose

Overview

The Corporate Governance board was established in November of 2021, in replacement of the Strategic Assurance Board. The CGB is attended by both the OPCC and the Chief Officer Team, meeting **every 8 weeks** to discuss and highlight the performance of Leicestershire Police force. Below is a report detailing the discussions of the meeting held on the 21st June 2023.

Attendance

Office of Police and Crime Commissioner

Mr R Matthews (Police and Crime Commissioner)
Mrs R Mahal (Deputy Police and Crime
Commissioner)
Mrs Sehrish Hussain (Business Staff Officer)
Mrs Lizzie Starr (Director of Governance and
Performance)

Office of Chief Constable

Mr D Sandall (Dep. Chief Constable)
Mr A Streets (Assistant Chief Constable)
Mr P Dawkins (Assistant Chief Officer (Finance))
Mr A Kelly (Assistant Chief Officer (Human
Resources))

Purpose

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

- i. Overview of issue (for all areas except finance, unless the item requires an introduction)
- ii. Force update/overview
- iii. Police and Crime Commissioner response (where appropriate)

2. Operational Updates

Overview: The Chief Officer Team (COT) provide the board with a summary of operational updates for the time period between corporate governance boards.

Force update: The COT provided an operational summary, outlining a number of successful operations and arrests in Leicester, Leicestershire and Rutland. The contents of the summary cannot be included in the report as these typically contain information which is not in the public domain and cannot be shared.


PCC response: The Commissioner noted the report and thanked the board.

3. Emerging national and local policing issues

i. East Leicester Review Update

Overview: In August 2022, disorder spread throughout East Leicester, heightened on Sunday the 28th of August following the India v. Pakistan cricket match on the same day. Widespread unrest was ongoing around Belgrave and Spinney Hills for over a fortnight following due to tensions mainly involving members of the Muslim and Hindu communities. The tensions and subsequent disorder resulted in a major police operation in an effort to restore calm among the city. Unauthorised protests continued into September with a total of 73 arrests made over the period. The disorder caught national media attention, with Chief Constable Rob Nixon meeting with King Charles III to discuss the incident.

Force update: The board received a report from the Chief Officer Team updating the Chair on progress against thirty-eight recommendations made by the Home Office in the Casey Review. Due to confidentiality reasons, the report can't be published for the public, however, the force will work with Lizzie Starr from the OPCC to develop an update report which is suitable for the police and crime panel, and the public domain.

 The Chair and Deputy PCC were provided a hard copy of an updated report at the meeting. The DCC also provided an update to the Board that all thirty-eight recommendations have been put together into a report and included. The report details that seventeen of the recommendations have already been completed - eight related to command. Fourteen recommendations relate to ASB, one relates to data, one relates to community, and one relates to public order. Examples of good practices have also been highlighted in the review.

The DCC updated that the national review is now being conducted, and that the Force do not want to undermine that so CC wants to ensure that any updates for the board align to the national review.

PCC response: The chair understands due to confidentiality reasons that the report can't be published for the public, but would like to update the panel on the progress being made regarding the review.

4. Operational Performance

i. Stalking

Overview: Stalking figures have experienced significant increases within the past 3 years due to a number of reasons. These include, mainly: crime data integrity improvements. Leicestershire Police received an outstanding grade in the 21/22 PEEL inspection for their crime data integrity which reflects a strong, robust process for recording crimes correctly. The Dedication Decision Makers team was expanded in March 2020 and has contributed to improved data recording as crimes are re-assessed and re-classified as necessary. In conjunction with this, police officers received widespread refresher training on crime recording to improve integrity, all of which has contributed to the Outstanding PEEL grading for Crime Data Integrity. Stalking and Harassment has been subject to a number of principle rule changes which have significantly affected recording figures, as multiple crimes could be recorded in one occurrence of stalking/harassment/coercive behaviour. As of June 2023, the Home Office have issued principle rule changes for Stalking, harassment and coercive behaviour which advises for only the principal crime to be recorded as the main crime. It is advised that other crimes disclosed at the time should be recorded and investigated but within the main crime rather than as multiple recorded occurrences.

The full text from the Home Office Principle Counting Rules 23/24 can be seen below:

Recording Conduct Crimes

General Rule: One crime for each specific intended victim

Principal Crime for Stalking (Classification 8Q), Harassment (Classification 8L), Controlling or Coercive Behaviour (Classification 8U)

Where a conduct crime has been disclosed by a victim at the same time as other crimes committed by the same offender, in most cases the principal crime should be the conduct crime.

Application of this rule does not mean that the other crimes should be forgotten. There is still an expectation that all crimes will be documented within the crime record and investigated fully.

In cases where the conduct crime is not recorded as the principal crime, any subsequent referral of the case to CPS must include a clear reference to the fact that a conduct crime has been disclosed.

Where there is a course of conduct amounting to either stalking, harassment or controlling or coercive behaviour reported by a victim, then in most cases the relevant course of conduct crime should be recorded as the principal crime. Generally, this will be in preference to other more serious notifiable crimes reported at the same time and committed by the same offender.

Where there is a course of conduct that involves a combination of 8Q Stalking, 8L Harassment or 8U Control and Coercive Behaviour offences between the same victim and offender then only the most serious conduct offence needs to be recorded.

All cases where a course of conduct is reported between a victim and their former partner (except where one or both parties is aged under 16) must be recorded as stalking unless the FCR is satisfied that the matter amounts to harassment in law only. In cases where one or both parties is aged under 16 years additional consideration should be applied during the crime recording decision making process to establish if the matter amounts to stalking rather than harassment.

Source: [crime-recording-rules-for-frontline-officers-and-staff-july2023.pdf \(publishing.service.gov.uk\)](#)

Principal crime related offence rule

Related Crime Definition

Any crime within a series of crimes arising from the same incident that involves the same victim and offender(s) which by virtue of the [Principal Crime Rule](#) cannot ordinarily be recorded. In addition; where, during the course of an investigation, the victim alleges a more serious historic crime against the same offender which results in the reclassification of the original recorded crime'. These less serious crimes should be regarded as related crimes.

- **Where there is only evidence to charge one of the related crimes the principal crime cannot be allocated an outcome under type 1, 2, 3, 4 or 6 and should be allocated the appropriate alternative outcome.**
- **The related crime for which there is sufficient evidence should be additionally recorded and assigned the relevant outcome.**
- **If there is evidence to charge more than one related crime the principal crime rule should be re-applied to the related crimes.**

Source: [crime-recording-rules-for-frontline-officers-and-staff-july2023.pdf \(publishing.service.gov.uk\)](#)

Force update: The board received a report from the Chief Officer Team. The report states that eighty-four percent of stalking reports within the force is within relationships and related to domestic abuse. Risk is assessed around stalking by officers dealing with the case. The DCC advises that there is a scrutiny panel in place that reviews the quality of the approach for domestic abuse. One of the outcomes identified from this panel was that the Force weren't applying for Stalking Prevention Orders (SPOs) - training was the main cause of this and as such All CID and neighbourhood officers have received specific additional training on stalking orders and how to get them.

When should the police make an application for a Stalking Protection Order

There is no specific legal definition of stalking. However, the police and CPS have adopted the following description: 'a pattern of unwanted, fixated and obsessive behaviour which is intrusive. It can include harassment that amounts to stalking or stalking that causes fear of violence or serious alarm or distress in the victim'.

There is no such thing as a 'typical' stalking perpetrator or a 'typical' stalking victim. This crime disproportionately affects women and girls; however, it is important to recognise that men and boys may be victims too. Stalking affects people of all ages, and victims come from a wide range of backgrounds - stalking is not restricted to public figures and celebrities. We are also aware that people with a longstanding illness or disability are disproportionately likely to be victims of stalking.

The criteria for applying for an order are set out in [section 1\(1\) of the Act](#). The police are advised to consider applying for an order where it appears to them that:

- The respondent has carried out acts associated with stalking;
- The respondent poses a risk of stalking to a person; and
- There is reasonable cause to believe the proposed order is necessary to protect the other person from that risk. (The person to be protected does not have to have been the victim of the acts mentioned above.)

Applications for SPOs can be made in both a domestic abuse context (such as stalking by a former intimate partner) and in a case of so called 'stranger stalking'. This also allows for protection to be in place even if the case results in an acquittal.

Police Officers may seek advice from the CPS where they are considering asking for usual prohibitions and/or requirements, where the case is complex or where they are also seeking a charging decision or Early Investigative Advice.

Prosecutors should also remind the police about the usefulness of the order if it is clear that a SPO has not been previously considered.

Source: [Stalking Protection Orders | The Crown Prosecution Service \(cps.gov.uk\)](#)

A gap has been highlighted within the commissioning of stalking support services within the Criminal Justice System there are no early interventions.

PCC response: The Chair requested that graphs within reports are appropriately labelled. The chair asked about victim support, and if the victim received any communication regarding update whilst they are waiting for the order to be actioned.

5. Finance

i. POCA Update

Force update: The board were presented a paper by ACO Paul Dawkins on the POCA funds.

PCC response: The Chair asked why there was a drop in POCA funds outlined in the report. The board outlined that this is due to the difference in items being confiscated and items being forfeited. The board outlined that the process of confiscation through court is lengthy, thus causing a delay resulting in less in-year for the force. If the items are forfeited 50% goes into the POCA fund. The Chair was informed that the Force is recovering 35% more than other regional forces. The board outlined that that this is due to the Force having a dedicated team that works on confiscated and forfeited items whereas other regional forces do not.

The Chair queried item 20 of the paper which stated ongoing costs of the POCA team – the board agreed with the Chair that the costs will not remain the same for the team as there has been a 2% pay increase which needs to be considered.



The Chair sought clarification of what the 'Clear Hold Build' approach is. The Force clarified that this is a Home Office Supported approach to get the community and partners involved to help prevent the drug dealing taking place and returning.

There was a discussion regarding the surplus over and beyond what has been agreed, The Chair stated that the money that is being seized needs to be used on things that the public can see.

The overarching aim is that surplus money is spent on the financial crime and that 90% of assets should go back into the force which is the case. This will enable the Force to reinvest in areas that will allow more criminals to be caught e.g., County Lines and then these outcomes need to be highlighted to the media.

The board were all in agreement that a balance needs to be struck as to where the surplus money is being used, so that it re-assures the public and aids operations within the force. The board agreed that there needed to be a further discussion about use of surplus money as there are different viewpoints as to what that could be used on. A meeting has been scheduled for this between the PCC, DCC Sandall, CFO Kira Hughes and ACFO Paul Dawkins.

The board agreed to note that the POCA fund investments for 2023/24 are on track to be delivered.

The board agreed to note that the principles regarding sustainable and prudent management of the POCA fund are being achieved, however the financial future remains uncertain and dependent on future asset recovery.

ii. Provisional Outturn

Force update: The board were presented with the provisional outturn position for 2022/23 by ACO Paul Dawkins. A detailed analysis of the year end commitments was provided to the OPCC.

PCC Response: The Chair queried the PCSO's staffing level on page 4 of the report which appears to have reduced and is not corresponding to the budget set. The Force advises that there were two cohort recruitments currently taking place. The Force manage the vacancies through strategic vacancy management and are currently unable to afford to take recruitment back up to the budget set (188 FTE). The Force recognised that it cannot continue to drop so will continue to manage. Recruitment in May 2023 resulted in a cohort of twelve officers out on foot as of last week and a further twelve officers for the June 2023 cohort. PCSO vacancies are divided into two categories - those that are out in the public and those that work within safeguarding.

Paul Dawkins informs the board that the Force are trying to balance visibility by managing the gaps strategically, as part of the transformation plan. Part of this involves looking at the overall picture of where we can remove staff to meet budget requirements - the force explain that they need to consider the operational implications of this. The board is informed that new recruitments are still taking place however, the Force are managing the greater vacancy rate to keep in line with the in-year costings.

The Chair stated that the reduction of PCSO's should not be greater than the average reduction happening across all staff due to these reductions impacting visibility, and consequently the trust and confidence people have of the police. The Chair explained that members of the public see the reduction of PCSO's patrolling in their communities which affects overall perception of the police. The Force advised in response that it is not possible to achieve no reduction in PCSO's, however understand the value they hold and the importance of their visibility. The force explained that this has to be managed against the demand within the Control Room which has a greater impact within the Force and the public's trust and confidence within the Police, emphasising that recruiting the control room needs to be the main priority.

Decision: The Board agreed to the 2022/23 provisional outturn position subject to satisfied queries raised by the Chair. The contents of the report noted.

iii. Efficiency Savings

Force update: The Board were presented with a report outlining the approach used to address the in-year budget gap of £3.9million. The full transformation plan is scheduled to be discussed at next CGB meeting, which will include the more sustainable plans for moving forward. The transformation plan will cover several areas including what services we offer and what we are able to deliver long term.

In year cashable savings include carrying an eight percent vacancy rate across the board. The board were presented with how this is being managed through the Strategic Vacancy Management board. This Chair is informed that the SVM board will identify any opportunities to remove vacancies and decide the pace of the recruitment to achieve these savings.

The Board were advised that the current in year savings at the end of May were £1.5 million, £1 million of which is the sustainable savings which will transfer to other years. £800,000 had been saved through IT and contractual work, and a further £582,000 saved through vacancies.

PCC response: The Chair questioned the assumptions based on impact of pay rise increases, grants and prefect scenarios. The board were given a refresher of the process by ACO Paul Dawkins, in that a set of scenarios called assumptions are agreed when budget is set in January and shared with the panel. Six months after the budget is set, a voluntary report is produced for the first quarter (April – June) then monthly thereafter. Alongside the report any changes are captured from the first quarter. The board informed the Chair that the modelling scenarios are due to be refreshed later this year. Separate to this process, ACO Paul Dawkins explains that the anticipated assumptions are discussed and agreed. These assumptions focus on four main areas; pay inflation, grant funding, no pay inflation and what the pre-set referendum may be. It was agreed that a further meeting will be held between the COT and Kira Hughes to assess assumption scenarios before next CGB.

The board agreed that a transformation paper will be presented to the board in July (the Force's presentation of the potential landscape of the Force). A further update paper providing details of departmental vacancy cuts will be presented in the October CGB.

The DCC clearly outlined what was to be expected from July's transformation paper. This included explanations on; how the Force is approaching the transformation, who the leads are in relation to it, what the Force is trying to achieve, update operationally and an understanding of what the plan will mean to the public. The update in October will outline how the above is being implemented.

The Chair raised concerns that the longer it takes the transformation plan to be produced, the less time there is to implement it and the closer we get to setting the budget, which was acknowledged by the board.

6. Change and Transformation

i. Neighbourhood Active

1. Overview: Set up in 2019, Neighbour Active is described in its own terms of reference as a community patrol initiative, designed to help volunteers make a difference in the area where they live. Neighbourhood Active seeks to give volunteers and communities an opportunity to keep their area safe and centres on the concept of 'Engagement Walks' (Volunteers walking around their neighbourhoods and speaking with people, to share important information and gather community intelligence). The volunteers operate in two tiers. Local coordinators, who are vetted to a higher level, taking on a leadership role and liaise with the NPA (Neighbourhood Police Area) Sergeant SPOC (Single Point of Contact) to ensure engagement walks are aligned to the right locations at the right times. Local participants are also vetted but to a lower common level. They take part in the engagement walks supported by direction from the coordinators. The volunteers operate in two tiers. Local coordinators, who are vetted to a higher level, taking on a leadership role and liaise with the NPA Sergeant SPOC to ensure engagement walks are aligned to the right locations at the right times. Local participants are also vetted but to a lower common level. They take part in the engagement walks supported by direction from the coordinators.

Force update: The COT provided the board with a paper giving a detailed overview of the Neighbourhood Active scheme in Leicestershire. The report provides a comprehensive timeline of Neighbourhood Active, from the pilot of the scheme to the impact of the East Leicester disorder. The full timeline can be seen below:

Timeline

2. In 2019, a small team from Leicestershire Police initially examined a similar initiative in the West Midlands Policing Area. The team felt the initiative could be effective in our force area and a proposal was submitted to the Chief Officer Team, suggesting a pilot be commissioned. The proposal was supported.
3. Throughout 2020, and the early stages of the pandemic, two pilots were initiated in Lutterworth and East Leicester. The strict conditions and changing landscape created by Covid-19 meant that significant progress was delayed until 2021.
4. In 2021, throughout the summer and Autumn months, the pilot experienced the greatest degree of success, with regular activity carried out by the volunteers involved. In late 2021, significant Covid-19 restrictions were reintroduced in response to the Omicron variant. This essentially stopped the Neighbourhood Active engagement walks and when those restrictions were lifted in early 2022, there was a significant reduction in buy in from the volunteers linked to the pilot.
5. In March 2022, a position statement was prepared, which examined some of the key issues. These were deemed to be:-
 - A reduction in the willingness of volunteers to donate their time for free coupled with direct requests for payment to continue with the work.
 - A significant reduction in community volunteers enrolled in Neighbourhood Active
 - Disagreements and fall outs between the volunteers at both coordinators and participant level based on differing personalities and thoughts on the direction the pilot should take

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- Changes to the Sergeant SPOCs and an increased difficulty for those Sergeants to service the pilots locally as demand increased and Covid-19 restrictions effectively ended permanently
- A lack of capacity within the Volunteers in Policing Team centrally to focus on the pilot, who manage in excess of 230 volunteers (not including the Special Constabulary)

6. The position statement led to a recommendation that the two pilot NPAs should continue the pilot with a renewed focus until August 2022 when the concept would be formally evaluated.
7. In August 2022, a period of serious disorder unfolded in East Leicester. This led to a significant refocusing of priorities locally and across the force area and the proposed evaluation did not take place.

Membership

NPA	Coordinators at the Start	Participants at the start	Coordinators currently	Participants currently
East Leicester:	2	21	0	4
Lutterworth:	1	3	1	2

The report goes on to detail the positive impact that the scheme had on communities with visibility in the community and support for residents. The report also outlined the costs involved in the scheme, outlining an initial budget of £5,000 to cover materials such as mobile phones for volunteers, polo shirts and jackets. The report goes on to detail key issues and risks of the scheme, including: a stop/start effect due to COVID, an increased demand on police since restrictions were lifted (less time for the scheme), a change in attitudes towards volunteering, a case of an existing group member telling a prospective member that they could not join, breakdowns in relationships between volunteers, lack of capacity from Force, unplanned visits to police stations, and lack of formal evaluation to date.

PCC Response: The PCC has agreed to meet with ACC Adam Streets to discuss the pros and cons of Neighbourhood Active and whether or not it is something to continue forward with. There is an understanding that the decision needs to be made at the earliest opportunity. It was acknowledged by all that issues remain within the area and that some sort of scheme is required to aid this.

The board agreed that this item was to be brought back to the September CGB for a verbal update.

ACC Streets asked the chair for an update on the Volunteer Neighbourhood Co-ordinator role. The Chair advised that this workstream will be run by the OPCC in conjunction with National Neighbourhood Watch Organisation and will not be dealing with Neighbourhood Active scheme.

7. People

i. Upcoming retirements, succession planning

Overview: Not discussed due to time constraints.

8. Corporate Risk

Overview: Not discussed due to time constraints.

9. HMICFRS

i. Police response to victims from ethnic minority backgrounds

Overview: Not discussed due to time constraints. To be moved to July CGB.

10. Any Other Business

i. CGB Forward Plan

Lizzie Starr and ACC David Sandall to update the CGB forward plan. The PCC advised that there were some big items to be discussed at the next CGB meeting and as such the board are planning to extend the July meeting.

Date of next meeting: 17th July 2023



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

CORPORATE GOVERNANCE BOARD

17th July 2023

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 - i. Transformation Update (presentation)**
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1. Overview, attendance & purpose

Overview

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

Attendance

Office of Police and Crime Commissioner

Mr R Matthews (Police and Crime Commissioner)
Mrs Rani Mahal (Deputy Police and Crime Commissioner)
Mr Andrew Champness (Interim CEO)
Mrs Sehrish Hussain (Business Staff Officer)

Office of Chief Constable

Mr R Nixon (Chief Constable)
Mrs K Smith (Assistant Chief Constable)
Mr P Dawkins (Assistant Chief Officer (Finance))
Mr A Kelly (Assistant Chief Officer (Human Resources))
Mr Andrew Elliott (Head of Change Team)
Mr C Kealey (Head of Communications and Engagement)

Purpose

The Corporate Governance board was established in November of 2021, in replacement of the Strategic Assurance Board. The CGB is attended by both the OPCC and the Chief Officer Team, meeting **every 8 weeks** to discuss and highlight the performance of Leicestershire Police force. Below is a report detailing the discussions of the meeting held on the 17th July 2023.

The purpose of this report is to highlight the main points covered in the latest CBG, in the following format:

- i. Overview of issue (with the exception of some repeat financial items)

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

2. Urgent Business

A discussion took place regarding the frequency of current CGB meetings and the force expressed the struggle of having reports completed in time for the monthly CGB meetings. The Chair suggested that all dates are kept within diaries and that meetings will go forwards as bimonthly rather than monthly, allowing some extra time to prepare reports and have them circulated with the OPCC with enough time to prepare. It was agreed that the cancelled dates would remain in diaries in case they are needed for urgent meetings. It was also agreed that December's CGB meeting would be for finance related discussion only.

The Chief Constable expressed gratitude on behalf of the force for the decision to revert the frequency of meetings to every 8 weeks as it will alleviate pressure that was incurred with holding the board every 4 weeks.

6 A discussion took place regarding the operational summary section of the CGB and the sensitivity of the content included within this section. The force explained that the contents of these reports typically contain information which may be mid-investigation and therefore not yet in the public domain and cannot be shared. It was agreed by the board that this section of the board would not be captured in the minutes going forwards, however the Chair asked if the force could produce redacted versions for the minutes which was going to be considered by the Force for future boards.

3. Operational Updates

[Redacted]

4. Emerging National and Local Policing Issues

i. East Leicestershire Review (sensitive report with PCC only – redacted)

Overview: The East Leicestershire Review is an item continued from the previous CGB.

Force update: The board received a report from the COT, however this is not suitable for the public domain and has therefore been redacted from the report.

PCC response: The Chair would like a further discussion to be brought to the September CGB and then a report to follow to the Police and Crime Panel.

5. Operational Performance

Overview: Summaries of operational performance for the previous 8 weeks is routinely brought to the CGB for the benefit of the Chair, and for interest of the public and police and crime panel.

Force update: The board received a report from the COT. The paper contains a detailed summary of operational performance for the time period from the last CGB to the current. Included in the report is details about the current demand on the Contact Management Department (CMD), stating that demand is continuing to increase and May 2023 saw the highest ever volume of 999 calls. It goes on to state that 101 demand is reducing very slightly, and there is acknowledgement that 999 demand is often more complex and requires additional time to manage it effectively and encourage a positive response to emergencies.

999 demand can be seen below:

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Month / Year	Demand	Difference % (1 yr)	Difference % (2 yr)	Difference % (3 yr)
May 2023	20,087	22.7%	51.0%	79.8%
April 2023	17,176	9.5%	44.6%	77.7%
March 2023	17,972	18.7%	54.8%	56.5%
February 2023	16,854	26.1%	69.4%	38.7%
January 2023	16,184	19.5%	56.0%	30.8%
December 2022	16,295	10.4%	44.9%	21.4%
November 2022	17,252	22.3%	56.6%	29.5%
October 2022	18,613	26.4%	52.2%	35.0%
September 2022	16,048	12.0%	35.4%	18.9%
August 2022	18,742	34.4%	42.3%	33.6%
July 2022	17,217	15.2%	48.1%	17.6%
June 2022	15,840	7.1%	38.9%	11.1%
May 2022	16,377	23.1%	46.6%	22.0%
April 2022	15,684	32.1%	62.3%	25.8%
March 2022	15,146	30.5%	31.9%	16.4%

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The above table shows the increased demand of 999 emergency calls. The table shows that there has been a 22.7% increase compared to the previous year, and that it is a 79.8% increase from the demand 3 years ago.

The report states that despite the increase in demand, the median response times for Grade 1 incidents and Grade 2 incidents (15 minutes and 2 hours respectively) are still within the expected times and the public are continuing to receive an effective emergency response.

The report goes on to state that crime outcomes in Leicestershire compare favourably to the rest of the country. It states that 'more investigations' are pursued, and more suspects are identified, with 'more out of court resolutions' (previously 'disposals') being carried out in Leicestershire. It is noted within the report that Leicestershire Police are an outlier nationally for the highest usage in the country of out of court resolutions. Out of court resolutions have a proven ability to alleviate pressures on the criminal justice system and provide rehabilitation routes for individuals to better their behaviour.

Information on stop search indicates that the disproportionality rates for the black community have reduced recently and while the strategy is positive, the force continue to strive to reduce disproportionality among different communities. The report goes on to note that HMICFRS data shows Leicestershire as a positive outlier in recording reasonable grounds for stop and search, and is notably one of the best performing nationally in this area.

Further in the report, it is stated that the number of children reported missing has been steadily increasing and is higher than before the pandemic. The report notes that Leicestershire experience a greater proportion of high-risk missing children than the country. The report notes that this is a concern and requires an effective partnership response especially as Leicestershire grade more as high risk requiring an enhanced police response.

PCC response: The Chair noted the paper.

6. Finance

Force update: The board received an update report from the AFO Paul Dawkins on the MTFP in relation to the financial year 2024/25 only. The board was asked to consider the report and discuss and agree any preferred 24/25 financial planning assumptions so that the MTFP can be remodelled for the period 2024/28.

The report began by outlining the complex, rapidly changing operational landscape and the rises in high harm crimes, cross border criminality and interconnected nature of physical and digital evidence that needs to be captured and interpreted. The increase in demand generally across the force is well known among the board but is further echoed at the beginning of the MTFP report for context. The introduction also touches on the officer uplift and that while the increase in recruited officers is a positive, it is worth noting that due to retirements the workforce will shift to be disproportionately younger in service and less experienced as a whole.

The report continues by listing a number of strategic financial risks and opportunities that are impacting, or will impact, on the overall MTFP position. These include pay inflation, non-pay inflation, police pensions, utilities, interest rates, vehicle fuel, staffing numbers among a number of other risks and measures.

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N Considering these risks, the report then goes on to outline MTFP scenarios for 2024/25 only outlining original, best case, most likely and worst case scenarios with pressures and savings incorporated.

PCC response: The paper was noted.

7. Transformation and Change

i. Transformation and Change Presentation

Overview: The board received a presentation on the Transformation and Sustainability Plan to date and planned upcoming months.

Force update: The presentation detailed the progress of the transformation and sustainability plan, presented by the Chief Constable.

PCC response: Andy Champness CEO recognised the complexities and stated what is built has to be capable of flexing as things change. The Chair addressed a point on slide 2 that the budget has not shrunk, just that it had not increased as much as hoped. It was stated that every year in cash terms, more money is being spent. The Chair further explained that while one might argue the budget has increased, it has not increased in line with increased costs, technically resulting in a shortfall. ACO Paul Dawkins clarified the Chair's statement that the budget has increased for the past 8 years, however has not kept up with the pace of inflation. CC Rob Nixon confirmed he was happy to change the wording of 'shrinking' budget on slide 2 to reflect this discussion around inflation and rather use terms such as 'restrictive' or 'deficit'.

CC Rob Nixon explained how the landscape has changed over the last 10 years within the Criminal Justice System and that things are taking a lot longer to deal with. This is due to new laws put in place, new doctrine, and new requirements. It was stated that some processes are 5 times more costly than before.

The Chair asked whether the funding comes from Home Office, College of Policing or something similar to which the Chief clarifies the additions come from a wide spectrum. Safeguarding matters from cases means further requirements are coming from the legal system. This then leads to the Home Office and what they need to introduce, and then have the College of Policing as its links to license and practicing. CC Rob Nixon agreed to produce a briefing note for the Chair on how they will be approaching managing the increased demand.

The Chair further queried the Transformation Programme Approach (TPA) and the process of how an incident or crime is handled within the TPA layers, to which the Chief responded that the layers are not ridged, and incidents and crimes can move through the layers it falls under.

The Chair also queried a mention of 'Layer 0 – Prevention' and whether it was a new organisation to be set up within Leicestershire Police, which the CC advised that this indeed was the direction being worked towards.

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The Chair asked for an explanation as to what a prevention directorate is in terms of the Force, to which the Chief Constable explained it will be several individuals in charge of a number of work streams, as well as a strategic role in influencing and shaping prevention culture across the organisation. When asked by the Deputy PCC Rani Mahal whether this directorate has ever been in place prior to this point the Chief responded that it had not but that the Community Safety Bureau had been in place previously which was comparable. Andy Champness explained that when community safety bureaus were in place, the understanding of what worked well was not as refined and researched as needed and that there is a far greater understanding now than there was before. The Chair requested that the Chief could send him the current directorate of staffing to which the Chief agreed.

A discussion took place around current issues with young people not wishing to return to their place of residence and the Chair offered to assist the Chief Constable on tackling this, to which the Chief responded that he will look at the demand and report back accordingly.

The Chair highlighted that there is a great opportunity to use Estates in building trust and confidence with the public, for example some residents in certain towns were not aware that there was a police station/presence located close by, and asked if signage could be erected advising that you could book an appointment to speak to a local officer. The Chief responded that there had been costings already for producing signage for 3 sites and would feed back the options for this to the board.

Chief Constable Rob Nixon stated that he wishes to get the transformation and change pledge signed off by September 2023 and have focus groups with community members scheduled. The Chief explained this would involve working with community group leaders known to the force and utilising the community leadership programme which has roughly 40 contacts, ensuring there is representation for all communities. The Chair noted that there would need to be consideration as to whether or not each member is a fair representative of their community to which the Chief agreed. The Chair further stated that it needed to be clear how meaningful the consultations will be and that the force would need to be prepared to face views that may not necessarily be easy to hear. The Chair also queried the involvement of MPs and councillors for the focus groups, to which the CC responded that a briefing would be done for such groups and that time slots have been booked for the City and will be booked for the County – this will reflect how the force integrate elected officials and at what level. The Chair advised the Chief to have MPs and Council leaders present for the focus groups and the Chief agreed to this.

Regarding the transformation plan, the Chair asked the Chief what the motivation was for the plan. The Chief Constable responded that it is the force's vision, recognising what is happening externally and how the landscape will impact policing. The Chief explained that the world is changing and that the force needs to evolve with it. Evolving and changing has been constant and the Chief explained that there was no one specific moment or event that prompted the Transformation and Change plan, and that continuous improvement will continue to run alongside.

When asked by the Chair how the plan is going to improve service to the public, the CC responded that they will be trying to prevent issues from happening in the first instance, streamline the public contact standards, resolve matters earlier and provide a better service. The Chief stated that there will be a clear public pledge that the force will be looking to deliver against: enhancement of leadership and geographic visibility, better accountability and focus on community issues

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and concerns. The Chief also stated that this plan enables delivering a better service for rape victims and better capability to turn around digital analysis. The Chair recognised that there wouldn't be a clear answer now, but asked how improving services for rape victims will be measured as successful. The Chief advised that all queries raised could be readdressed at the September CGB.

The Chief advised the board that communication of the Transformation and Change plan with the public is being worked on by the comms team. The board were reminded that a suggested timeline would be assessed in September's meeting.

ii. Neighbourhood Policing

Overview: The force provided a report to the board on their position statement in relation to the force approach to neighbourhood policing. The board was invited to note the report and the strong commitment and investment in neighbourhood policing.

Force update: The paper received by the board outlines firstly the policy background. The report states that Leicestershire Police works to a dedicated Neighbourhood Policing (NHP) Strategy, written in 2019 but refreshed and ratified by the Force Executive Board in 2022. The strategy is further underpinned by a NHP practitioners guide which was developed to operationalise the strategy with neighbourhood officers and their supervisors. The report outlines that there is no nationally approved Authorised Professional Practice guidance from the College of policing, however in 2019 the College produced suggested guidance, and that Leicestershire Police's local strategy takes full cognisance of this national guidance. The report notes that Leicestershire were at the forefront in shaping the 2019 guidance as at that time they had a seconded Chief Inspector into HMICFRS. The report outlines that the policy is under continuous review with the most recent being in 2022 following the publication of the 21-24 Police and Crime Plan.

The report outlines that the following measures are used to assess the effectiveness of each NPA:

Governance groups:

- Monthly 'STEPS' Local Policing Directorate performance meeting chaired by C/Supt Jonny Starbuck
- Monthly 'Crime and Operations Board', chaired by ACC Adam Streets
- Monthly 'Communications and Engagement Meeting', chaired by Supt Paul Allen
- Monthly Local Policing Directorate Establishment group, chaired by C/Supt Jonny Starbuck
- Bi-Monthly Local Policing Delivery Board, chaired by ACC Adam Streets

Metrics assessed by governance groups:

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- Crime performance
- Repeat victims, locations and offenders
- Establishment level of Dedicated Neighbourhood Officers/PCSOs
- Training
- Policy and practice
- National best practice
- Quality of engagement
- Quality, quantity and age of Community Impact Assessments
- Quality, quantity and age of Problem-Solving Plans
- Quality, quantity and age of open ASB records

PCC response: The PCC noted the paper.

iii. Trust and Confidence

Item deferred to later meeting date.

8. People

i. Annual recruitment and retention report

Item deferred to September meeting.

9. Corporate Risk

Overview: An update paper on the management of current strategic risks was brought to the board by the COT.

Force update: The paper detailed 28 current risks open, 14 of which are high priority. The report goes into significant detail on the management of each strategic risk including: responsible officer, data recorded, category, risk rating, rationale, information, existing controls, additional controls and relevant updates. The board was recommended to note the report.

PCC response: The Chair noted the report and raised no response.

10. HMICFRS

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i. Police Perpetrated Domestic Abuse – Verbal update

Item deferred to later meeting.

11.AOB

Date of next meeting: 25th September 2022

POLICE AND CRIME COMMISSIONER FOR LEICESTERSHIRE

CORPORATE GOVERNANCE BOARD

PAPER MARKED

Report of	CHIEF CONSTABLE
Subject	EAST LEICESTER REVIEW BRIEFING PAPER
Date	TUESDAY 12 TH SEPTEMBER 2023
Author	DEPUTY CHIEF CONSTABLE David Sandall

Purpose

1. The purpose of this report is to provide a position statement in relation to an internal review of Leicestershire Police's role during the disorder in east Leicester in the autumn of 2022, and to note significant actions taken.

Recommendation:

2. To note action taken by Leicestershire Police to review its operational role during last year's disorder and to reiterate support for participation in an independent inquiry proposed by government.

Summary:

3. Leicestershire Police commissioned, and has received, an independent review of last year's disorder. The force is taking actions against its recommendations as part of its own learning and to strengthen its service to the public. The force continues to work hard to engage with local communities to listen to their concerns and to prevent and detect crime. The force took many people responsible for the disorder last year to the criminal justice system after a rigorous and extensive investigation.
4. The police recommend supporting the government's review into the disorder in due course. The force intends to supply its independent internal review at the appropriate time to the review, whilst working with other agencies like the City Council and local community and faith groups.

5. From our own learning and talking with communities, Leicestershire Police has made changes in local policing across the force area, including in east Leicester. The force has decided to invest in more leadership on area and putting in place more opportunities for our communities to raise concerns so that they can see and understand the work we are doing 24/7 365.

Background

6. The East Leicester Neighbourhood Policing Area (NPA) experienced an unprecedented period of community tension during September and October 2022. This was widely reported locally, nationally, and internationally. It saw community tensions surface, predominantly between sections of the Hindu and Muslim communities. These tensions were felt by everyone within the diverse city of Leicester and by communities beyond.
7. Initial media reporting focused on tensions emerging following a cricket match between India and Pakistan on 28 August 2022. At that time, it was unclear as to the true sentiment of the communities and why events unfolded as they did in the following weeks.
8. The subsequent investigation and policing operation have been two of the largest operations in decades for the force. During the disorder, there was a significant increase in the volume of calls and reports relating to incidents in east Leicester. These included public order offences, criminal damage, and assaults.

Independent internal review

9. Following the disorder, Chief Constable Rob Nixon commissioned an independent internal review, as is normal practice following a significant operation. The review's purpose was to provide learning and improvement for Leicestershire Police from an independent assessment team. The review covered the following:
 - Command and incident management
 - Crime and Anti-Social Behaviour (ASB)
 - The suspect strategy supporting investigations
 - Data analysis of East Leicester Neighbourhood Policing Area
 - Community engagement
 - Public order response
10. The Chief Constable wanted an independent assessment. The report's author was employed by the East Midlands Special Operations Unit (EMSOU) on the Regional Review Unit (RRU) and was a Regional Review Officer covering Derbyshire, Leicestershire, Lincolnshire, Northamptonshire, and Nottinghamshire.

11. Review Officers act independently of the five forces and conduct several different types of review, including reviews of incidents or investigations where there is a high level of public interest.
12. The National Police Coordination Centre (NPoCC) completed an independent review of the public order response to the incidents of disorder in east Leicester.
13. To complete the independent review, the reviewing officers:
 - Viewed incident documentation
 - Viewed minutes of gold meetings
 - Viewed Niche (Police Crime Recording System) and the Community Impact Assessment (CIA)
 - Conferred with key members of staff
 - Analysed data held by Leicestershire Police
 - Looked at local policies and processes
 - Considered national best practice
14. As part of the review, and since, significant investment has been made in stakeholder and community engagement by the police to better understand why and how things happened.
15. What is clear is that this was not about cricket. Settled Hindu and Muslim communities have lived side-by-side for decades without issue.
16. Having listened to the communities involved for the purposes of the review, and through continued engagement by the force over the last year, it is evident to the force that the backdrop and contributing factors to the disorder were complex and multi-faceted.
17. This logically requires a range of actions and measures to address different issues, some led by the police and others in collaboration with partners.

Supporting a national review

18. The independent internal review was submitted to the Chief Constable in Spring 2023. It was noted that central government had decided in the interim to appoint an independent review into the disorder of 2022. It was considered appropriate, in order to support the integrity and good process of any central government review, that Leicestershire Police would seek to submit its internal findings to the appropriate body at the right time with the intention to co-operate fully and transparently.
19. For this reason, the force has chosen not to expand on detailed findings of its independent internal review at this stage in order to safeguard any future report by central government.

20. Notwithstanding a central government inquiry, Leicestershire Police was keen to progress any learning without delay in order to strengthen the service to the public, incorporating any specific actions in east Leicester, to prevent and detect crime, protect our communities and maintain the peace.
21. The force also believes it is important for transparency, and to the scrutiny provided by the Police and Crime Commissioner to have sight of the larger operational actions taken by the force since autumn 2022 and understand their progress.

Operational actions taken

22. The force has progressed operational actions from its independent internal review within the areas identified in paragraph 4. We await the remit and terms of central government's independent review, at which point we may be able to provide further detail.
23. In essence, the actions are all directed at strengthening the service, supporting our workforce, and working with communities and partners.
24. They are internal measures taken and developed by the force in co-operation with other agencies as required.
25. The most notable action taken is a significant investment in leadership in our neighbourhood policing model. This includes appointment of a Chief Superintendent and supporting team for the City of Leicester and one for the Counties. This will further raise standards and improve service.
26. During the disorder, there was also a heightened public interest in hate crime and non-crime hate incidents. Separately, the force is already reviewing its approach to hate crime in detail with new leadership in place in order to address this area of particular interest. Hate crime has been raised to a priority in the force's Strategic Threat and Risk Assessment.
27. Finally, the force's core work to investigate those responsible for the disorder is also worthy of note.

Progress of the investigations

28. The investigation of the incidents linked to the disorder, under the umbrella of Operation Energy, was a complex and challenging process because of its sustained nature, the large number of individuals involved, serious individual assaults contained within the wider disorder, and large volumes of CCTV, Body Worn Video and social media which needed to be scrutinised and processed.
29. The overarching investigative objectives were to:

- Conduct a thorough, proportionate, and ethical investigation into the events
- Gather, secure, and preserve evidence to bring offenders to justice whilst supporting victims and witnesses.
- Build and maintain public confidence via the investigative process.

30. To date this had led to the following outcomes:

- 58 people were charged following the east Leicester disorder
- 32 found guilty (see below) - 17 of these cases people pleaded not guilty
- 6 cases discontinued or dismissed at court with one not-guilty
- 1 community resolution
- 19 cases are still pending at court (including 2 people failed to appear and are wanted on warrant)
- **32 people were found guilty at court for different offences such as:**
 - Public order offences
 - Possession of weapons
 - Affray
 - Assault of emergency worker
 - Driving offences – such as no insurance or drink driving
 - Racial/ Religious public order offence
 - Threats to kill
 - Possession of a firearm (taser)
 - Breach of curfew

31. Sentences included:

- Fines of various amounts up to £1200
- Unpaid community hours
- Conditional discharges with fines
- Imprisonment for 7 days / 10 weeks / 12 weeks
- Electronic tag curfew for 6 months
- 12 months suspended sentence
- Driving disqualification and fine

- 10 months imprisonment
- 1 x community resolution

Implications

Financial: None attached to this report

Legal: None related to this report

Equality Impact Assessment: None

Risks and Impact: Managed in accordance with purpose of this report

Link to Police and Crime Plan: Improve service user and public confidence

Person to Contact

Deputy Chief Constable David Sandall

Email: david.sandall@leics.police.uk

POLICE AND CRIME COMMISSIONER FOR LEICESTERSHIRE POLICE AND CRIME PANEL

Report of	OFFICE OF THE POLICE AND CRIME COMMISSIONER
Subject	EFFICIENCY SAVINGS 2023-24
Date	9 OCTOBER 2023
Author	KIRA HUGHES, CHIEF FINANCE OFFICER

Purpose of Report

1. This report outlines the approach taken to address the in-year budget gap of £3.9 million and the in-year savings that will be achieved.

Background

2. On the 2nd February 2023 the proposed precept 2023-24 and Medium Term Financial Plan (MTFP) report was presented to the Police and Crime Panel. As part of the budget proposals the Commissioner agreed with the Chief Constable an efficiency savings target of £3.9m, which was included within the MTFP in order to close the gap.

Recommendation

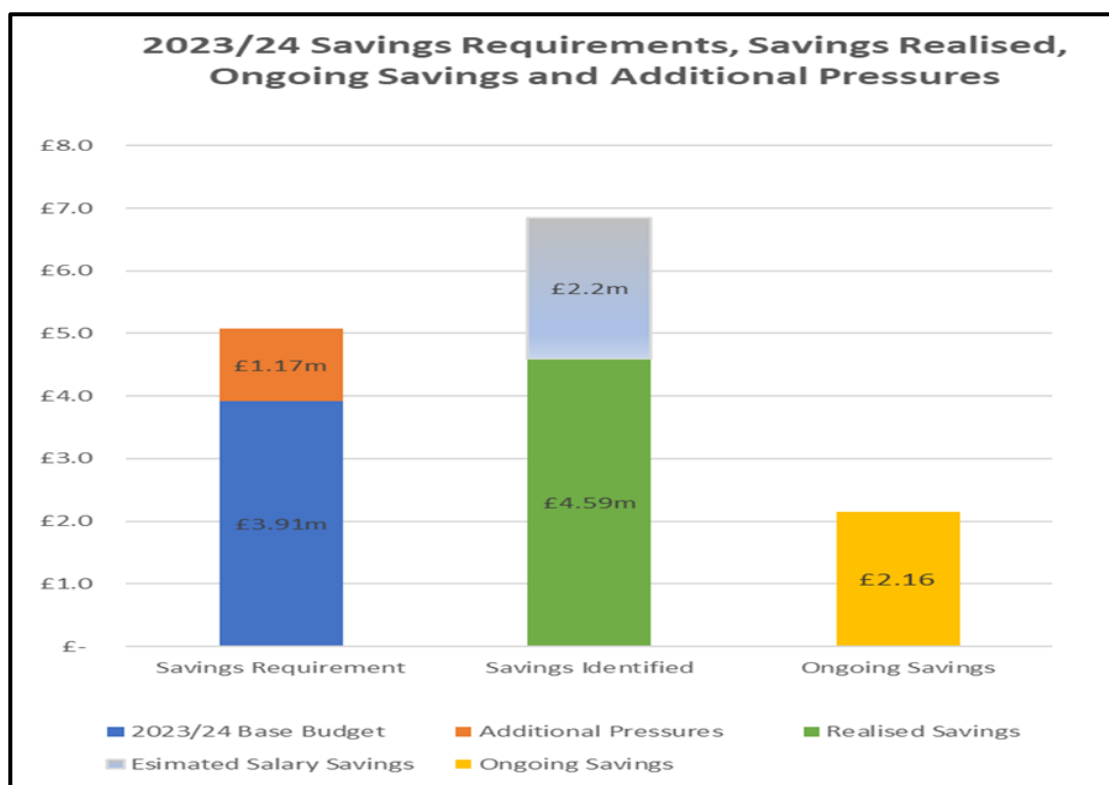
3. It is recommended that the Panel note the contents of the report.

Approach

4. The approach focuses on the in-year savings and the transformation required to deliver sustainable efficiencies and service improvements to overcome the medium-term budget gap.
5. The Force have established an Innovation, Demand, Efficiency and Productivity Board and have introduced a subsidiary Strategic Vacancy management Board chaired by the Deputy Chief Constable and attended by the OPCC, to provide strategic governance to the in-year savings requirement and the broader force transformation programme.
6. The in-year savings need to be cashable. This will be achieved through identifying and delivering in year cashable savings, aligning all established police officer posts to maintain the PCC commitment of 2,242 officers and through delivering an overall 8% vacancy rate for police staff.
7. The Strategic Vacancy Management Board manages all force vacancies. The £3.9m savings requirements will largely come from police staff, with a challenge that police staff vacancies are often in business critical roles where an establishment vacancy factor has already been applied. It is recognised that police staff bring add real value to the police service and the intention, at this time, is not to use redundancy as a method to deliver the in-year savings.

8. The strategic intention is to reduce the police staff establishment by up to 8% within the current financial year. That said some areas will need to grow and others will shrink by more than 8%. To do this there is a requirement to reduce demand and re-engineer processes to absorb the reduction. This broader workforce remodelling is contained within the transformation in the short term.
9. The Strategic vacancy management approach will be informed by the Force Management Statement, the financial position, the Police and Crime Plan and Service Standards. The 8% has not been applied carte blanche, but in an informed manner where some areas will require investment, some will need higher vacancy rates and others lower based on the force assessment and current establishment position. The Strategic Vacancy Board will identify the vacancies, track the financial costs and decide the pace of recruitment or holding of vacancies across the force. It is anticipated this informed approach will provide the in-year savings, whilst ensuring the impact and risks are managed to the service, the organisation, and the staff.
10. The Force and OPCC recognises this is not a sustainable solution but a necessary step whilst the broader work is completed.
11. A number of savings have already been realised from non-pay budgets and further work is being undertaken to identify further efficiencies.
12. The Transformation programme (Op Forefront) will support the organisation to shrink further to achieve the future sustainable saving requirements. It will also integrate any bespoke reviews commissioned to identify the risks and consequences where a team or department retain additional vacancies or to identify opportunities regarding the role and service the team offers in the future.

Savings Progress



13. To date £4.6m of savings have been realised, with a further £2.2m of potential savings from staff salaries. These savings are offset by pressures of £1.2m for the costs of Op Sycamore. Of the £4.6m identified, £2.16m are ongoing savings for 2024/25 and beyond.
14. The Police Officer pay award of 7% has been agreed from the 1st September 2023. It has been confirmed that police staff will be awarded the same as officers. The Home Office have confirmed funding in 2023/24 of £4.9m. This is not sufficient to cover the additional costs of the pay award resulting in a shortfall of £867k. This can be funded from efficiency savings already generated and there is currently no requirement to draw down from the BER.
15. Savings realised include the following:
 - a. Savings on Regional Collaborations;
 - b. National IT systems lower than anticipated;
 - c. Savings from vacancy management;
 - d. Increased Investment Income due to increased interest rates;
 - e. Savings on utilities and fuel;
 - f. Savings on national IT systems;
 - g. Reduced Body Armour costs;
16. To date the OPCC has identified savings of £21k relating to attendance allowances. However, the OPCC will also have additional pressures as a result of the pay award. The OPCC has generated additional income of £3.3m for 2023/24.
17. Further work is being undertaken over the next 6 months to identify further savings for both the Force and the OPCC for 2023/24.

Op Forefront

18. The Force is currently undertaking a transformation programme, Op Forefront.
19. The purpose of the transformation programme is to:
 - a. Give clarity about what Leicestershire Police deals with (and doesn't) – the core police role
 - b. Set standards for service and delivery, with a clear public commitment
 - c. Prioritise a quality service to the public and invests in enhancing local supervision and leadership
 - d. Improve how work passes through the organisation, reducing cost, enhancing efficiency, productivity and delivering best value to the public
 - e. Move resource and focus to deal with demand and deliver better service earlier
 - f. Free up frontline space and time to concentrate on quality service, high standards and good supervision
 - g. Build on the Neighbourhood Policing model, deliver on East Leicester recommendations and strengthen local problem solving
 - h. Simplify governance and deliver the required efficiency savings
 - i. Enable clear communication, engagement and involvement of our staff to develop the transformation

Future Outlook

20. The future financial picture identifies that the in-year savings approach is not sustainable in isolation, and based on the current financial predictions will need to shrink as an organisation. The approach of “slicing” the budgets to achieve this has been done in the past and will not enable the force to deliver the service that will build public trust and confidence.
21. Savings will need to be achieved by managing the establishment and reducing spend on payroll costs. However, many key staff roles will need to be retained, as without the activity the force cannot offer an effective public service.
22. The future budget gap will be achieved through the ambitious Transformation Programme that will deliver the sustainable savings, whilst improving Trust and Confidence of the service.

Implications

Financial: Detailed in report
Legal: None
Equality Impact Assessment: None
Risks and Impact: None
Link to Police and Crime Plan: See report
Communications: None

Background Papers

Proposed Precept 2023/24, Leicestershire Police & Crime Panel, 1st February 2023

Person to Contact

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

POLICE AND CRIME COMMISSIONER FOR LEICESTER, LEICESTERSHIRE AND RUTLAND

Report of	OFFICE OF THE POLICE AND CRIME COMMISSIONER
Subject	RECRUITMENT AND RETENTION ANNUAL REPORT
Date	9 OCTOBER 2023
Author	LIZZIE STARR, DIRECTOR OF GOVERNANCE AND PERFORMANCE

Purpose of report:

1. To provide the Police and Crime Panel the updated annual recruitment and retention report of Leicestershire Police.
2. To provide the Police and Crime Panel with an update on the areas in which the PCC has scrutinised this report.

Recommendations:

3. The panel is recommended to note the contents of this report.

Background of the report

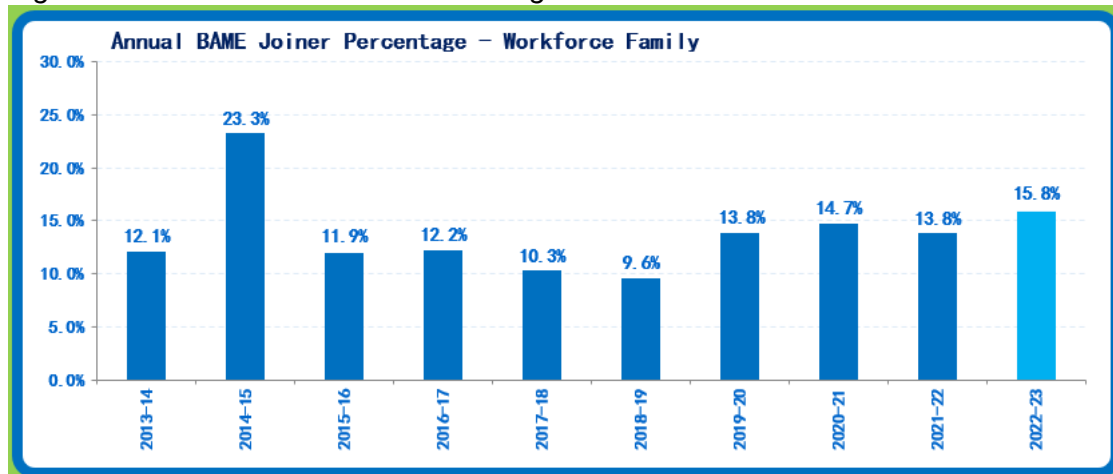
4. Since taking office, the Police and Crime Commissioner (PCC) has introduced an annual recruitment and retention report which would be presented, in summer, to the Corporate Governance board and the Police and Crime Panel every autumn.
5. Members can view the full 'Annual recruitment and retention report' as an appendix to this report.
6. The PCC has a statutory responsibility to hold the force to account and as such the report is scrutinised and discussed at the Corporate Governance Board, a summary of the items raised by the PCC can be seen below. This is to ensure that force policy is in line with the aims of the Police and Crime Plan and there is transparency around recruitment and retention within Leicestershire Police to the public.

Questions asked by the PCC

7. Recruitment and retention is a wide-ranging and infinitely important topic for Leicestershire Police. As such, the PCC has helped shaped the report and the content contained within. A number of questions were asked of the force and its present policy toward recruitment. These include what specifically is being done to achieve targets, value for money and promotion processes.

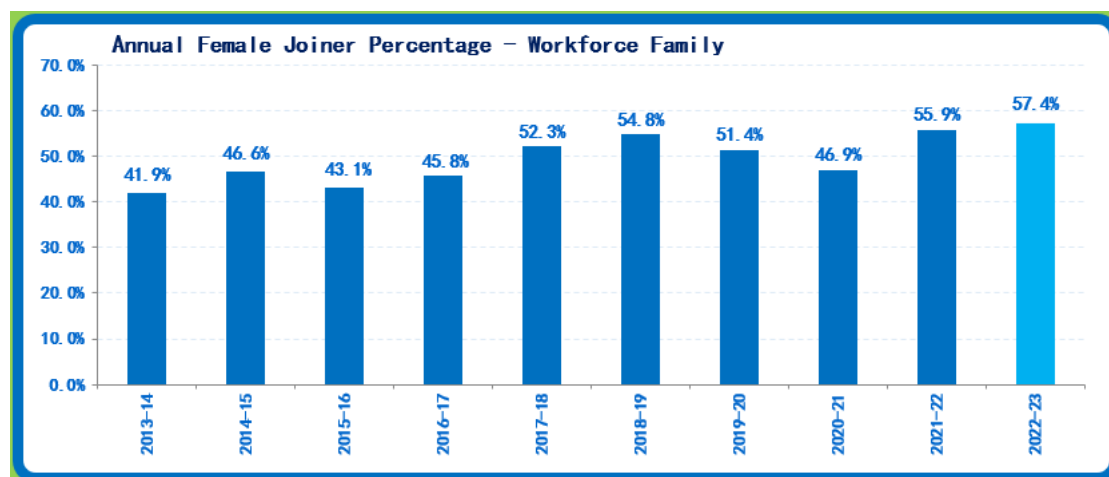
8. The PCC also agreed with the Chief that it is now important that there is consistency with the report to enable the PCC to track change and progress and subsequently hold the Force to account.
9. The PCC asked for evidence and assurance from the Force as to how they were performing against the ambition to recruit one in four recruits from the workforce family who identify as BAME. As per the below there was a year-on-year increase in representation to 15.8% (1:6.3).

Figure 1. Annual BAME Joiner Percentage.



10. The PCC asked for evidence and assurance from the Force as to how they were performing against the ambition to that 50% of new recruits are females across the workforce family. As can be seen, this has been above 50% for six years with the exception of 2020-2021.

Figure 2. Annual BAME Joiner Percentage.



11. The PCC asked the Force why there had been a decrease in Volunteers and PCSOs. The Force have attributed the decrease in PCSOs to a larger proportion choosing to become police officers and these have not actively been replaced. A cohort is planned for March 2024. PCSO's have historically been difficult to recruit.

The recruiting team have been involved in increased comms for PCSO's such as BBC radio, Facebook lives, case studies and events.

12. In relation to the decrease in volunteers this has nationally been on a steady decline over the past 3 years. Statistics show that nationally there has been the largest fall in special constable number in the past 12 months than has been seen in the past 50 years. Locally in Leicestershire despite losing specials to regular recruitment, the recruitment of specials has remained strong and in Nov 22 the headcount was up 42%, representing the largest growth of specials nationally. It appears there has been a decline in recruitment in spring 23 and anecdotal evidence suggests that many volunteering sectors are seeing people choosing to dedicate their spare time to either a second paid job or working additional hours in their current role. The Force have provided the Commissioner with a detailed list of activity they are actively doing to improve the recruitment process for specials.
13. The PCC challenged the Force on the difference between those recruits from a lower Socioeconomic background compared to the population of LLR (13% v 39%). This is the first data collection of data in this area, the Force have assured the Commissioner that this data will be monitored closely going forward. The Force will also look at this data on a national basis and will contact any Forces with more representative figures.

Implications

Financial None

Legal None

Equality Impact Assessment Continually reviewed

Risks and Impact None

Link to Police and Crime Plan Developing a diverse workforce

Financial None

List of Attachments / Appendices

Appendix 1 - Annual Recruitment and Retention Report

Persons to Contact

Lizzie Starr

Director of Governance and Performance

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POLICE AND CRIME COMMISSIONER FOR LEICESTERSHIRE

CORPORATE GOVERNANCE BOARD

Report of	CHIEF CONSTABLE
Subject	ANNUAL RECRUITMENT AND RETENTION REPORT
Date	MONDAY 25th SEPTEMBER 2023 – 14:00HRS
Author	ALASTAIR KELLY - ACO PEOPLE, TERESA KEEGAN – SENIOR HR BUSINESS PARTNER, JAMES LINDSAY – HR BUSINESS INFORMATION OFFICER.

Purpose of Report

1. It was agreed in February 2022 that an Annual Recruitment and Retention Report would be presented to the Corporate Governance Board every Summer, with an iteration provided to the Police and Crime Panel at their Autumn meeting. The report would highlight how the Force's workforce has changed with regards representation during the preceding year in a number of categories.
2. As agreed, headcount data is provided for the whole workforce with analysis across the other metrics for Police Officers. Examples of historical trend data showing change in Police Officer representation over the years is also provided.
3. The specific categories are:
 - Headcount (Officers, PCSOs, Specials, Staff, Volunteers and whole workforce family)
 - Protected Characteristics of
 - Disability
 - Ethnicity
 - Gender
 - Sexual Orientation
 - Residential location on joining (Leicester, Leicestershire, Rutland, or outside of LLR)
 - Socio-economic indicators
4. The paper also provides an update on the Forces work with regards to recruitment, and retention during the period.

Change in Workforce Representation 2022/23

Workforce Family Headcount

5. The following table shows the make-up of the organisation as an annual comparison, comparing 21-22 year-end with 22-23 year-end:

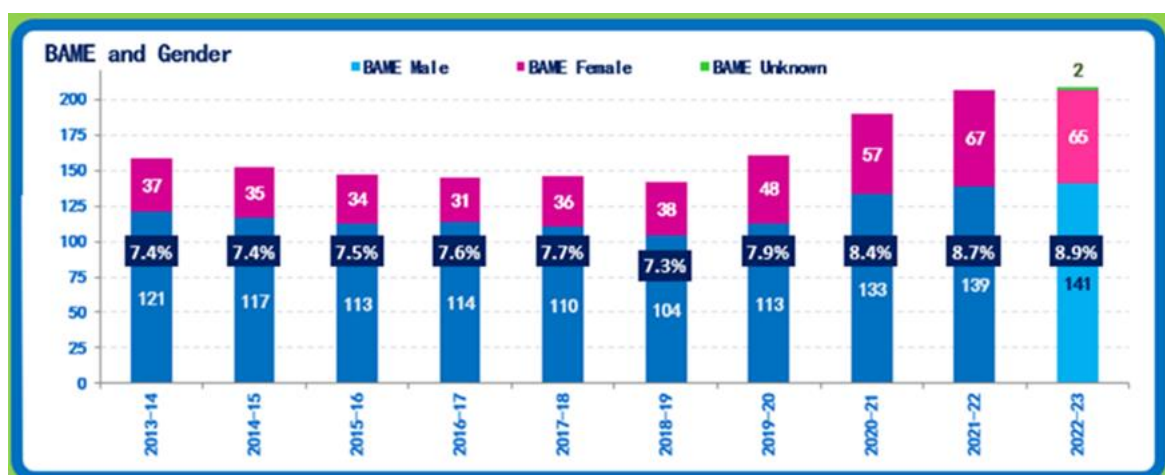
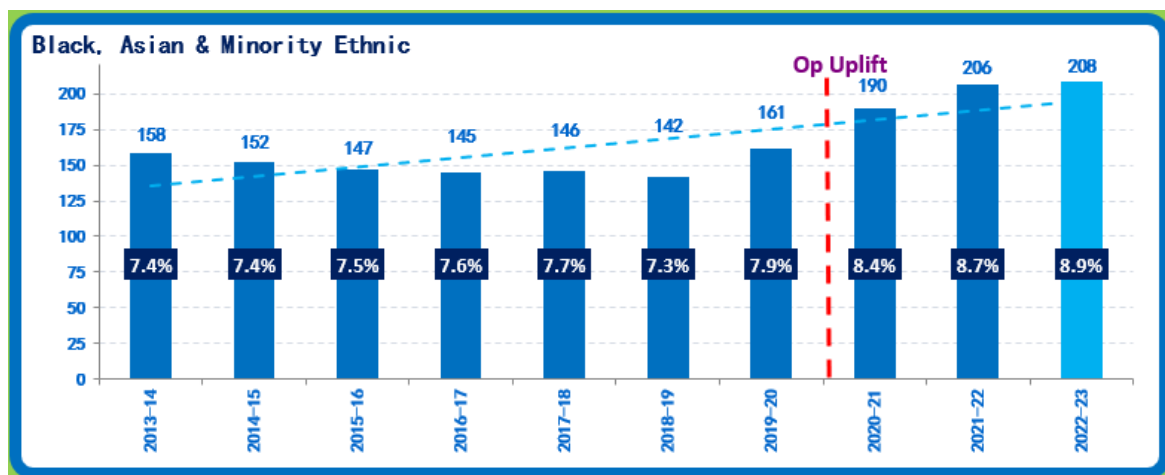
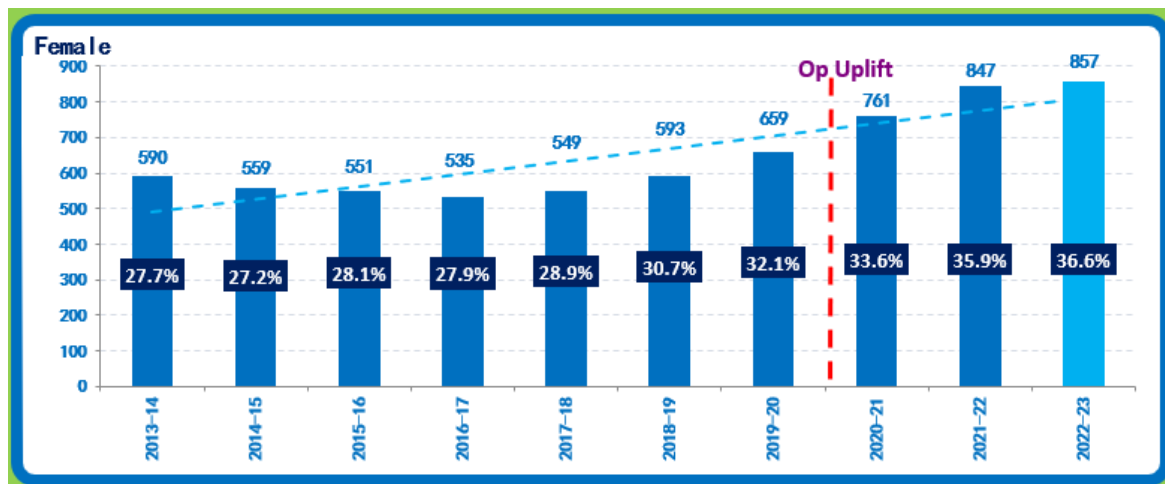
Establishment at Year End	Police Officers	PCSOs	Police Staff	Specials	Volunteers	Workforce Family
2021-22 (Head Count)	2298	194	1598	101	244	4435
2022-23 (Head Count)	2303	169	1610	114	225	4421
Head Count Difference	5	-25	12	13	-19	-14
% Change	0.22%	-12.89%	0.75%	12.87%	-7.79%	-0.32%

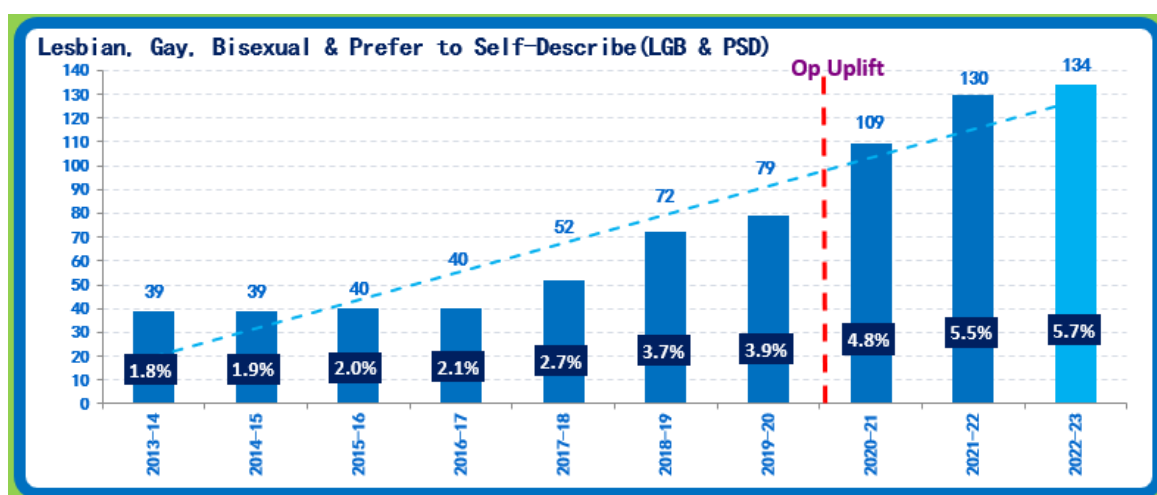
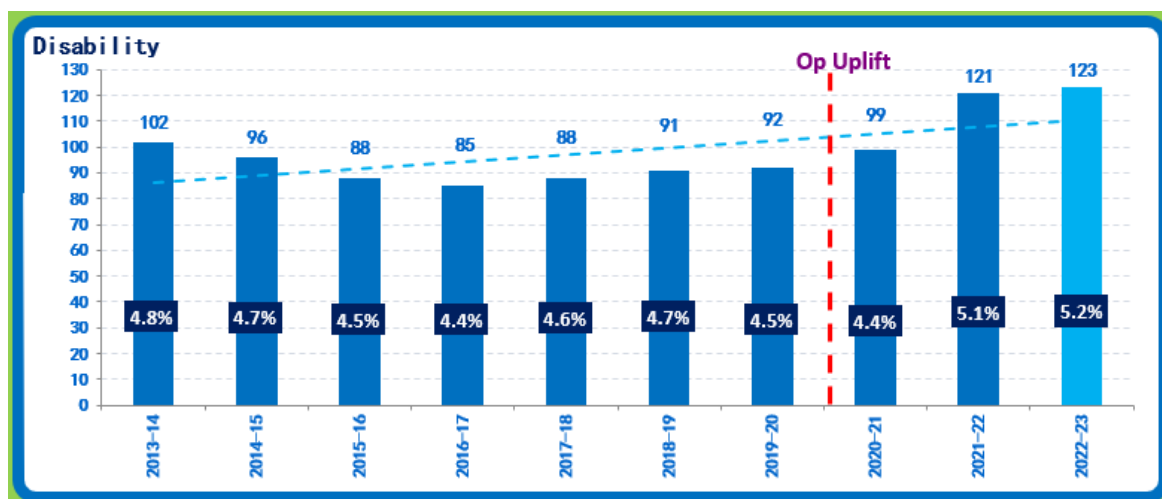
6. As can be seen the overall Workforce Family headcount remains roughly static year on year, with an increase in Special Constables offset to some extent by a decrease in Volunteers. Police Community Support Officers (PCSOs) have also decreased, while Police Officer numbers have been maintained realising the Force's Operation Uplift target at the end of the 3-year programme as detailed later in the report.
7. The above figures mask the significant workforce churn throughout the period. There have been 487 joiners and 501 leavers during the 2022-23 year, of which 166 joiners and 161 leavers have been Police Officers.

Police Officer Data

Protected Characteristics

8. The following tables expand the above Police Officer data further by showing the annual change over the main protected characteristics, together with the previous 10-year horizon.



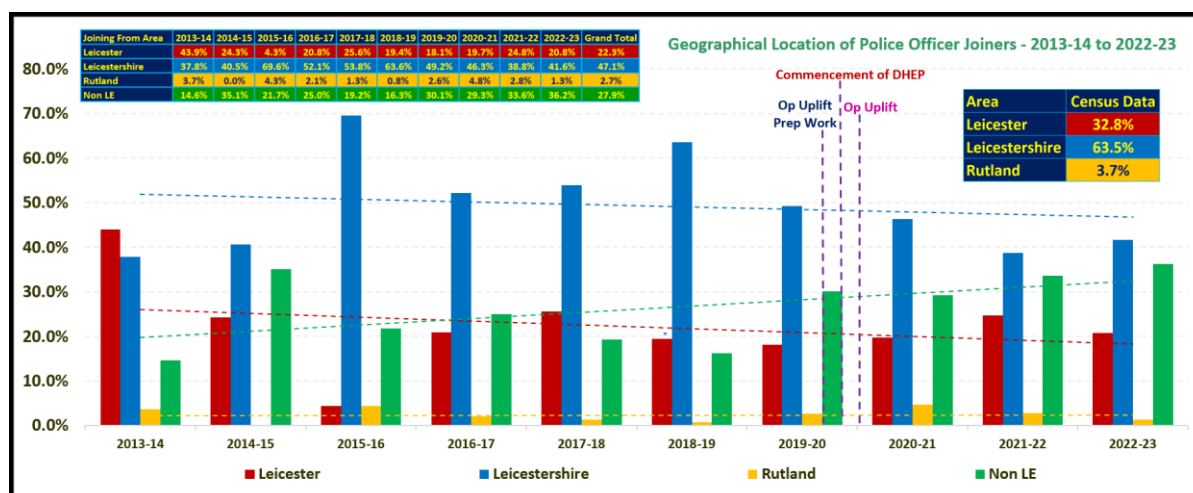


9. The above charts show a continuing sustained move towards proportionality across all of the main protected characteristics. In March 2023, Leicestershire Police had the highest number and percentage of officers from under-represented groups across all of the shown protected characteristics. This shows the progress towards being demographically representative of Leicester, Leicestershire and Rutland.
10. Over 50% of the Force recruits have been female for the second successive year, with 15.2% describing themselves as from a Black, Asian or Minority Ethnic Background (BAME).
11. The longer-term trend is pronounced. The following are the percentage increases that can be seen when comparing the head count of 2013-14 with the head count of March 2023 (the last 10 years):

Female Officers:	45.3%
BAME Officers:	31.6%
Disabled Officers:	20.6%
LGB & PSD Officers:	243.6%

Residential location on joining (Leicester, Leicestershire, Rutland, or outside of LLR)

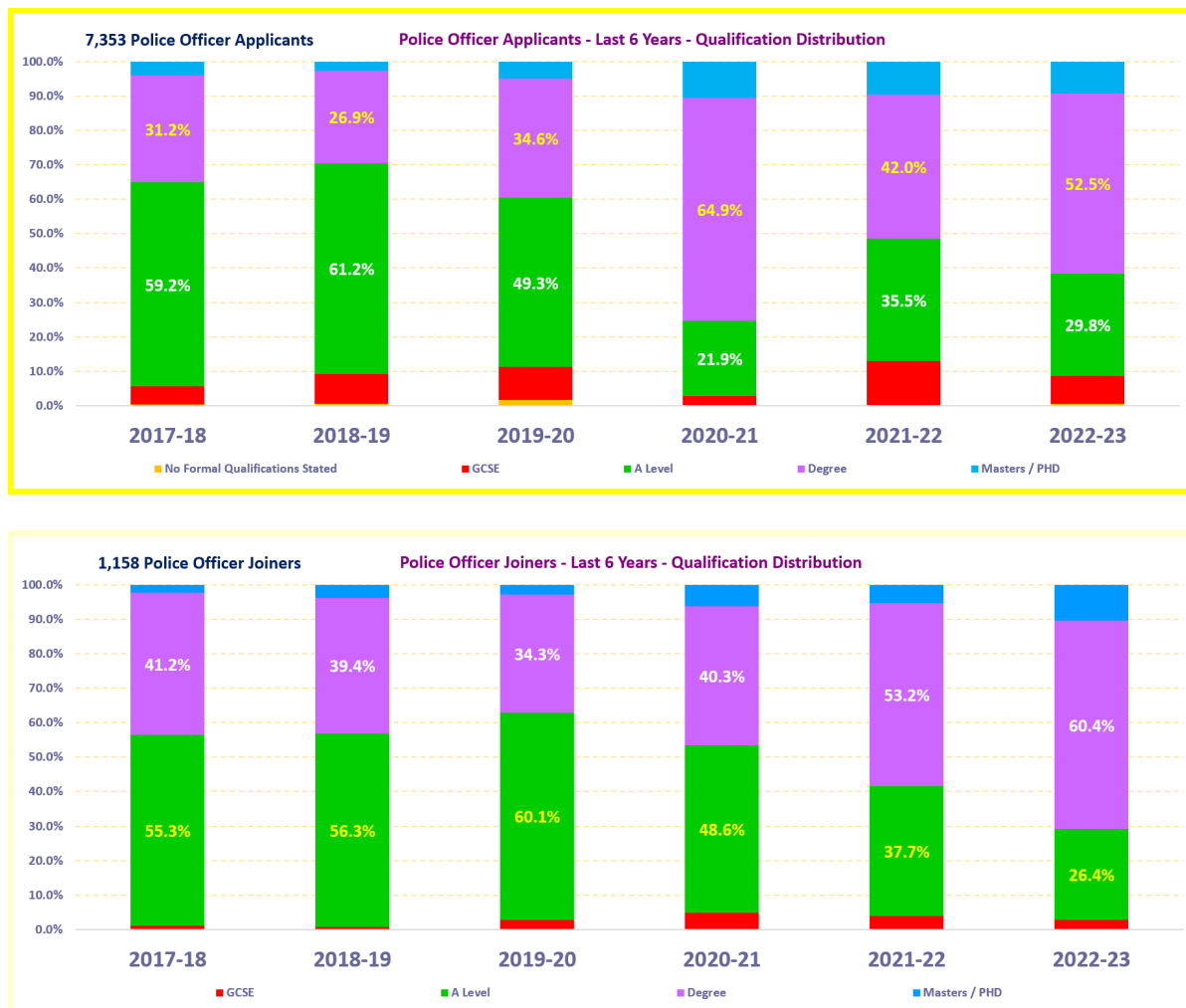
12. In terms of geographical location of Police Officers, the following graph shows the residential location of our recruits upon joining:



13. Similarly, to last year there has been a continued increase in the proportion of officer who join from a postcode outside of the Force area. If these numbers are excluded the representation within Leicester, Leicestershire and Rutland is roughly proportionate to the population as reported in the latest Census Data. On that basis Rutland would be slightly under-represented by 0.8%.

Highest Level of Educational Attainment upon Joining

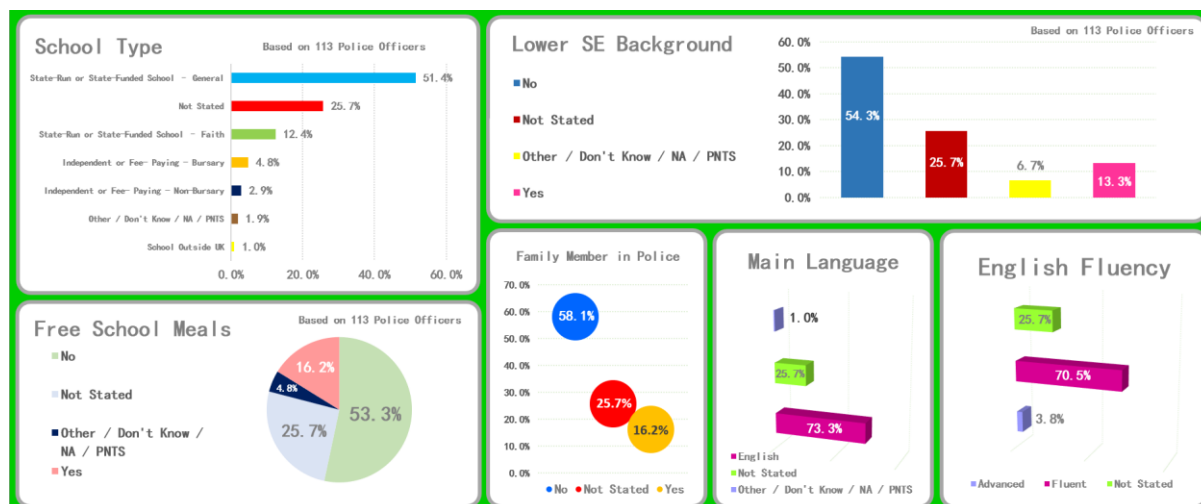
14. The following graphs show the highest level of education of our Police Officer applicants and then our Police Officer recruits from 2017-18 to 2022-23:



15. The above graphs show an increase in the proportion of Police Officer joiners over the last 3 full years, who have a degree or higher level of qualification. This reflects the national approach to police entry routes.
16. During the year the Force reintroduced the Initial Police Learning and Development Programme (IPLDP) entry route whilst the College of Policing considers plans for a further route that will not require a degree on entry. This follows a request from the Home Secretary asking the College to look at this. It is therefore likely the proportion of Officers joining with a degree may decrease in the future.
17. In terms of the working population of Leicester, Leicestershire & Rutland, 23.6% have a qualification of A-Level standard and a further 30.5% have a qualification of Level 4 or above (this being the first year of a Bachelor's degree). The additional entry route will therefore present a further opportunity to be more representative of the population.

Socio-Economic Indicators

18. Leicestershire Police's e-recruitment system began collecting socio-economic data from applicants on 1st September 2022. This includes school type, self-assessment of socio-economic background and whether a family member is working for the Police now or has done in the past. The question set has been set nationally. These questions are optional in the application form so present a partial data set. However, the response rate so far has been good.



19. As can be seen from the graphs above, 51.4% of the Police Officers providing data went to a state-run or state-funded school and a further 12.4% attended a state school specifically based on a faith. Of the same officers, 16.2% had free school meals.

20. Nationally, around 93% of the UK go to a state school and of these, 34% are based on a specific faith. In terms of free school meals, 22.5% of the student population of England is currently entitled to receive these. This shows that a smaller proportion of our officer recruits were in receipt of school meals, than there are currently receiving them, out in our communities.

21. In terms of Socio-Economic (SE) background, the largest proportion of those providing data (54.3%) believe that they did not come from a Lower Socio-Economic background whilst 13.3% did. Of the population of Leicester, Leicestershire & Rutland, 39.7% come from a lower SE background and 50.4% come from either a medium or high SE background.

22. The data shows that the percentage of our officers coming from a Lower SE background is lower than that of our communities, whilst the number recruited from a medium or high SE background is comparable.

23. 73.3% stated that their first language was English and from the same data set, 3.8% believed their English Fluency to be 'Advanced' (this percentage is from people who speak English, where English is not their first language).
24. When comparing this with Census data, nationally, 87.9% of England speaks English as a first language. In Leicester, Leicestershire & Rutland, this figure is 86.2%.
25. 16.2% stated that there was someone in their family who either previously or currently had something to do with working for the Police in some capacity.
26. Overall, this new data set shows a distribution of officers across all categories. There are areas where this varies significantly from the local population and this will be explored in more detail as more data is collected, recognising that as the data was only collected from applications from September that it will only reflect a limited number of joiners to this point.

Recruitment Activity 2022/23

27. The previous section shows the demographic change in Leicestershire Police throughout the period. The next section focuses on the activity that has driven that result and the ongoing work anticipated. The key activity over the last 3 years has been to achieve the ambitious recruitment targets as part of the national Operation Uplift. These have been achieved.

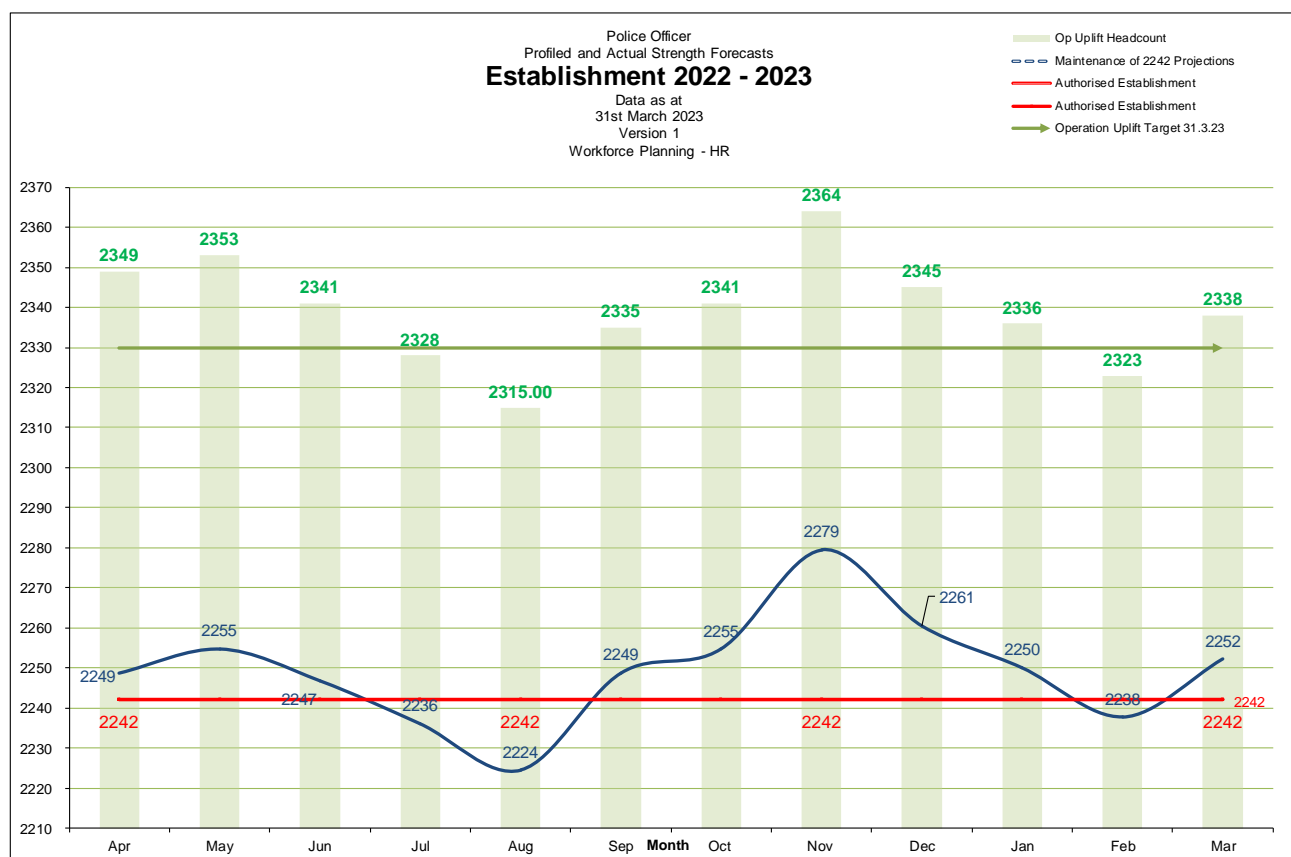
Achievement of Uplift

28. Leicestershire's Operation Uplift Target was to recruit an additional 297 officers by 31st March 2023. This was predicated upon a baseline taken from Leicestershire's ADR (Annual Data Return) for 31st March 2019, where the headcount was 1998.
29. The Force has an authorised establishment of 2242 (FTE) which the Police Officer budget is built upon. The Force needed to maintain an average of 2242 FTE, and to meet the Operation Uplift Headcount target on 31st March 2023
30. The Force also accepted an additional Operation Uplift incentivisation target from the Home Office to recruit additional officers, to support the national initiative. This required the Force to increase its headcount target for 31.3.23 to 2330, with agreed overshoots of 26 officers agreed during the autumn of 2022 and a further 9 agreed in early 2023 to contribute to the national Operational Uplift effort.

31. As at 31st March 2023, Leicestershire Police recorded an Operation Uplift Headcount submission of 2338 for 31.3.23 (against a target headcount of 2330) and an internal FTE of 2251 (against an authorised establishment of 2242), meeting both targets.

32. The chart below shows in green font, the Headcount for each month end in 2022 and how the Operation Uplift target, including overshoot of 2330 was met by 31st March 2023. The blue line shows the FTE at the end of each month, in relation to maintaining the establishment of 2242.

Operation Uplift and Force FTE for 2022/23



33. Leicestershire met its Operation Uplift targets through correctly forecasting rates of attrition and a recruiting profile that delivered the headcount required for 31st March 2023.

Officer Recruiting Profile for 2022/23 by Month and Route of Entry

		Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec	Jan	Feb	Mar	Total
Joiners														
		DHEP	DHEP DC	DHEP			DHEP	PCDA	DHEP DC				IPLDP	
Recruits	New Student Officer Intakes	20	13				23	26	33	0			21	136
	Transferees			2	1		9		3	1		0		16
	Total	20	13	2	1	0	32	26	36	1	0	0	21	152

34. Leicestershire Police recruited most of the cohorts via DHEP, but from March 2023 returned to IPLDP as mentioned earlier in the paper.

35. The recruiting activity has improved Leicestershire Police's diversity profile as covered in the previous section.

Maintaining Uplift

36. Although Operation Uplift ended on 31st March 2023 there continues to be a monitoring regime for the current financial year of 2023/24, with both penalties for failing to achieve targets and incentives to complete more.

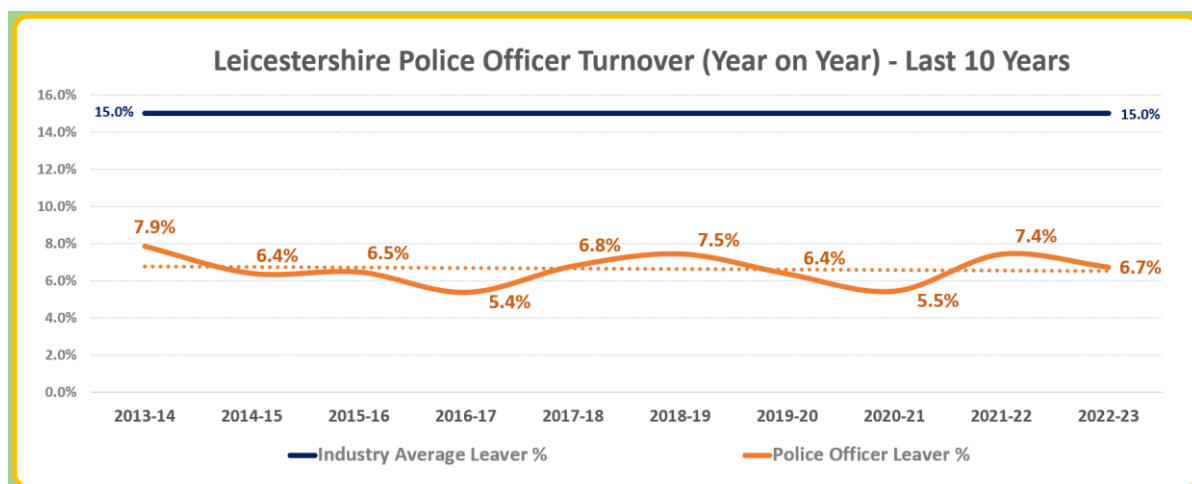
37. The key areas of focus for 2023/24 are as below.

- Deliver the volume targets, including meeting the two Uplift tracking points of the 2295 at end of September 23 and end of March 24
- Make a further step change towards the 1 in 4 BAME target. That is 40 new joiners
- Focus on retention once in post, and leaks from the application pipeline
- Review the routes of entry once the further route is confirmed by the College of Policing
- Focus on transferees – prioritising those in good standing with the skills we need, experience we lack, and those from underrepresented groups.

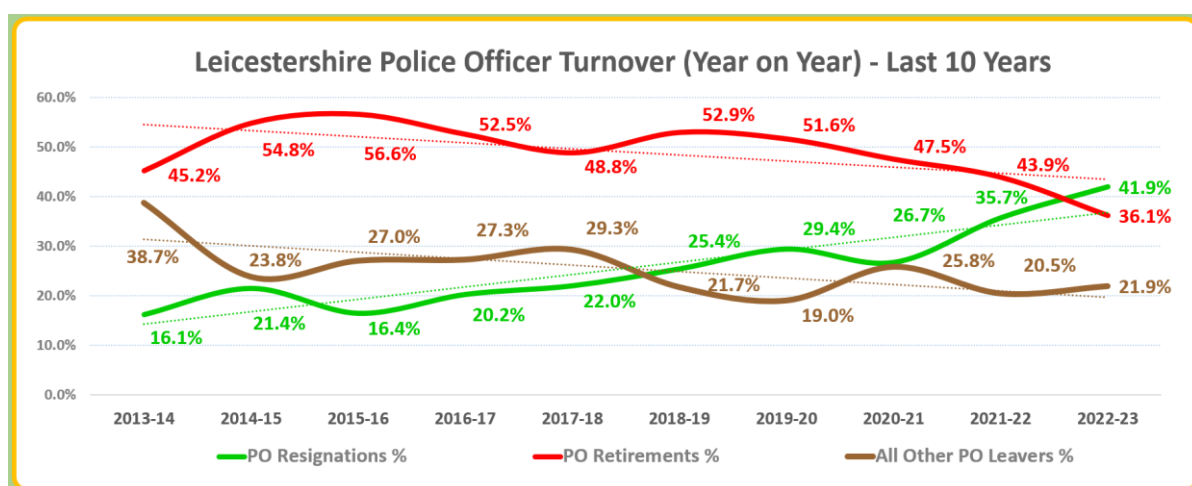
38. Further information on the recruitment activity is contained at Appendix A.

Police Officer Retention

39. Retention is critical to remain an effective and efficient Force and to ensure return on investment. The Force actively seeks to predict attrition, particularly where it can be reasonably foreseen e.g. through planned retirement. That data is monitored and discussed by rank at the Strategic Establishment Board. The Force has historically been successful in actively predicting attrition.



40. The above graph shows percentage turnover slowed in 2022-3 compared with the previous year. The Force's turnover rate is lower than the national average. When removing transfers from the figure Leicestershire Police is 0.4% less than the national figure of 6.8%.
41. A working hypothesis was that retirements and to some extent resignations were put off in 2020-21 due to the pandemic leading to a spike in turnover in 2021-22. However, the historical trend data for Leicestershire Police shows these two years remain in line with the pattern experienced over the last decade.
42. Turnover remains low next to any comparable benchmark. The wider public sector average is generally reported at 15% or above, with private sector significantly higher than that.



43. The above graph shows Police Officer leavers by way of Resignation, Retirement and all other Police Officer leavers. This illustrates the trend towards resignation as the dominant reason for leaving established in this year. This is expected to continue given the young in-service workforce, and is a trend mirrored nationally.

44. The trend for Police Officer Resignations overall is increasing as a percentage of all Police Officer leavers, whilst the trend for Retirement and all other Police Officer leaver categories, is decreasing. Again, this is as a percentage of all Police Officers leaving.
45. The Force carries out a self-directed exit interview online, in which all leavers are asked to participate. As a voluntary survey the data is partial. However, it shows the predominate reasons for resignation are 'better/other' employment, domestic reasons, and pay and conditions.
46. 42% of our current Police Officer workforce have under five years' service. There is a risk of early leaver attrition due to the relatively high number of recent recruits and probationers within the workforce.
47. Five development days were held in February and March 2023 reaching approx. 600 Police Officers. Themed 'Your Journey: Supporting You into Your Future'; the days focused on retention, identifying any emerging areas, and supporting young in-service Police Officers who joined the force as part of the Police Uplift Programme. The aim of this initiative was to create an inspiring culture making officers feel valued, improving motivation and wellbeing, improving confidence and leaving officers feeling more connected and inspired about their futures with the Force. From the development days information has been collated, analysed and is being used to inform retention activity.

Police Officer Leavers in the First Two Years of Service

48. The below chart shows Police Officer leavers in the first two years of service:



49. As can be seen from the graph, the main reason for Police Officers leaving in the first two years is unsurprisingly 'Resignation' and this accounts for 85.6% of all Police Officer leavers in the first two years of service, over the last 10 years.

50. The number of leavers has spiked in line with increased recruitment immediately before and during Uplift (2019-2023). While encouraging to see the in-year decrease, it remains a key focus as the Force looks to maintain officer numbers.
51. Over the last few years, the graph seems to suggest that we are employing more officers who decide very early on, that a career in Policing is not for them. Of the leavers in this length of service category, 6.2%, have decided that being a Police Officer may not be for them but a career in Policing is still attractive and they have re-joined Leicestershire Police in another capacity.
52. The recruitment team are focused on attracting and recruiting the right candidates from the outset. This includes positive action support, regular engagement, managing expectations and the realities of operational policing. Once a candidate has joined, they are provided with continued support from the recruitment team, the networks and Team Leicestershire Academy.
53. The recruitment team conducts all exit interviews with all officers with less than two years' service, leaving the organisation to understand the reasons why young in-service officers resign and their feedback around their learning and support. This commenced in August 2022 and to date 28 interviews have been completed. All the feedback is shared with Team Leicestershire Academy, Recruitment Team and HR who are informed of any emerging areas to action.
54. Attrition data and themes are reviewed quarterly for the Strategic Governance Board.

Summary

55. The Force achieved its 3-year Operation Uplift allocation including additional recruitment to support the national programme.
56. The Force has increased representation year on year for the second year running and has the highest proportion and headcount number of officers who share underrepresented protected characteristics in its history.
57. Over 50% of new recruited Officers are female for the second year in a row. This Force has recruited the 5th highest percentage of female officers during Operation Uplift.
58. The Force is the 6th most diverse in the country in relation to race, and well above the national average. This remains a strong focus with the drive to be representative of the Force area.

59. Over the last ten years the number of Lesbian Gay, Bisexual, and Prefer to Self-Describe has continued to increase by more than 240%.
60. Officer turnover has decreased year on year and is below the national average. Retention of young in service is a key priority and will continue to be monitored closely and action taken as necessary.

Appendix A**Recruitment Team Activity**

61. The recruitment team aim to close the gap with BAME applications to appoint 1 in 4 recruits and females 2 in 4 recruits. This is a key target as we move into 23/24.
62. The recruitment team adopt a long-term pipeline approach in attracting candidates using every opportunity to positively represent Leicestershire Police whether they become a recruit or not. This has included the pilot delivery of the Mini Police Programme where 90 children aged 9-10 have successfully completed the 6-month programme. This piece of work is in support of 'toy car to day one' engagement and becoming an employer of choice.
63. Recruitment events and seminars are a key part of outreach work. Close to 180 such events were attended in a variety of settings. This year the team attended a range of large-scale community events including Diwali, Belgrave Mela, Pride, Caribbean Carnival, various University, School and College Career Fairs, The Rutland Show and sporting events such as Leicester Riders and Leicester City Female Football Club.



64. Leicester is a diverse city with a population from diverse backgrounds. Moving to IPLDP has opened up more opportunities for Leicester City residents allowing the recruitment team to refocus their recruitment campaigns to attract those that live or work in this area.
65. Once a candidate has made an application or submitted an expression of interest, the team deliver workshops allowing them to have a better understanding of the organisation and demystifying processes. Support workshops cover applications, interview assessments and positive action. The team ran over 60% more of these events than in the previous year, totalling circa 250 events.

66. Special to Constable. Specials that hold independent patrol status or directed patrol status will bypass national sift and the assessment centre. They will complete the Force interview. Specials who apply to become a full-time Police Officer are integrated as with all cohorts depending on the route that they choose and, in all cases, will only complete this part of the process.
67. The team work to a target of 6 months from application to offer. Our current stats are 5.4 months. We will always look to reduce this where possible and have regular meetings with the wider HRSC and Establishment Team to ensure we are on track.
68. Whilst candidates are waiting to be appointed the recruitment team organise a familiarisation session to keep the candidate engaged. The team adopt the 'Team Leicestershire' ethos allowing them to feel part of the team, meeting members who are likely to be on the same cohort and to network with other people in the organisation before they join on day one. Around 20 were delivered during the year and based on the feedback any necessary changes are made.
69. All candidates eligible for positive action are offered to attend a positive action workshop and following this are encouraged to book a one-to-one session with our positive action officer to support with the interview assessment.
70. All candidates eligible for positive action are offered mentoring support as it is recognised that these personal relationships are beneficial in the recruitment process and endure once in Force. This allows concerns to be raised and addressed directly. Over 60 mentors are being engaged to provide that link to support candidates.
71. The interventions do have a material effect. As an example, the success rate at the national selection centre for of those candidates from underrepresented groups who receive positive action support has increased from 65% to over 90%. Other Forces have reached out to us and intend to replicate the model.
72. Candidates are also provided with full contact details for the recruitment team and encouraged to make contact if they have any queries or require additional support, for example this has been evident with the uptake of practising the fitness test.
73. Questionnaires are completed with new recruits to understand their recruitment experience and areas in which we can develop. 80% of candidates indicate that they had a good recruitment experience and would recommend Leicestershire Police a place to work.

74. Sports teams are considered to be an untapped market when it comes to recruitment. Positive Action Officers engage with Leicester Riders and Team Ltd to attract players from diverse groups into policing.
75. We are also increasing the presence at all beat surgeries in LLR and working with the local neighbourhood team and appointed rural crime teams.
76. The Recruitment Team have placed a recruitment advert into 'Pukaar' a quarterly magazine that specifically targets young professionals or highly skilled individuals aged 24+ and reaches a diverse community. Pukaar have a really good outreach and print 5000 copies and distribute these across LLR including train stations, John Lewis, Indian Restaurants, The Curve etc (250 outlets) and have 100,000 people visit their website.
77. The Recruitment Team have worked collaboratively with communication experts to showcase new officer role model profiles across social media including Facebook, Instagram and LinkedIn. We are using an in-house paid for social media capability using some of our new role models tapping into peoples' social media channels across the Force area and beyond.
78. To complement the in-house advertising campaign we are working with an external agency called Socially Recruited who specialise in on-line advertising. Among other things they use an AI platform which is unique when it comes to targeting, it reaches otherwise unreachable candidates. Once the candidate starts engaging with our content, it will then follow all their digital footprints. These adverts are going out on 7 platforms including Snapchat and TikTok.

Future Development

79. The Recruitment team is keen to learn and continually evolve the offer. This has included attending a number of recruitment events and fairs at Schools, Colleges and Universities.
80. Work is being completed with a number of Universities (DMU, Leicester, Loughborough, Nottingham, Northampton) identifying opportunities to speak to potential recruits about the various opportunities available. Focus is on final year students providing 30-minute lecture shouts to different courses, and focusing on placement returners and recent graduates, working with partners to share information to them about our opportunities and support available including an Instagram takeover of the DMU Careers Team.
81. The Recruitment Team will be hosting a 'Careers at Leicestershire Event' at FHQ 30th September 2023 in line with new recruitment campaigns to showcase the various opportunities available.

Varied Entry Routes and Beyond Uplift

82. Uplift finished in March 2023 and we have exceeded our police officer recruitment target, strengthening our officer numbers across LLR. We are now moving into more targeted, planned recruitment. Nevertheless, it is anticipated circa 140-170 new recruits will be required each year to replace colleagues leaving the organisation. We will plan to recruit via a diverse set of entry routes, allowing us to continue to appeal to quality candidates from across the force area and beyond.
83. The recruiting profile has changed from DHEP/Dipp entry routes to IPLDP following the immediate and unexpected change of the Home Office's announcement to remove the need to have a degree to apply. This has taken effect from January 2023 and the PC and DC IPLDP have temporarily replaced these programmes in addition to the Police Constable Degree Apprenticeship (PCDA) whilst further guidance is provided by the College of Policing regarding new entry routes.
84. It is too early to comprehensively evaluate the new entry routes. However, early indication suggests this entry route while being attractive is providing a lower percentage of BAME recruits. This brings additional challenges to previous routes; however close monitoring is taking place to ensure we continue to attract candidates from BAME backgrounds.

Transferees

85. The Transferee/re-joiner process has changed, with the aim of increasing our experience profile. Adverts will run continuously throughout the year for lateral transfer. Applications will be considered based on the skills offered and organisational need, giving priority to officers in good standing with the skills and experience we need and those from underrepresented groups.

Implications

Financial	None
Legal	None
Equality Impact Assessment	Continually reviewed
Risks and Impact	None
Link to Police and Crime Plan	Developing a diverse workforce

List of Appendices

Appendix A – Recruitment Team Activity
Appendix B – Answers to questions from PCC

Person to Contact

Alastair Kelly, Assistant Chief Officer – People
Teresa Keegan, Senior HR Business Partner

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THE LLR POLICE AND CRIME PANELS WORK PROGRAMME 2023-2024

DATES	ITEM	COMMENTS
Weds 26th July 2023 (AGM)	<ul style="list-style-type: none"> • Election of Chair and Vice-Chair • Panel Membership • Panel's Annual Report (2022-23) • Prevent Strategy and Hate Crime Strategy update report • S106 Funding update post review • People Zones update report • Local Criminal Justice Board – progress report • Domestic Abuse Perpetrator Intervention Programme status update 	<p>Providing an overview of the panel's work for the previous year</p> <ul style="list-style-type: none"> - to provide update on targeted interventions and to correspond with any or strategy review - PCC to provide update on progressing s106 funds following the Panel review findings and recommendations. <p>To be included in OPCC generic update report</p> <p>To be included in OPCC generic update report</p> <p>To include details of the evaluation of the current service provision given to the Home Office</p>
Mon 9th October 2023	<ul style="list-style-type: none"> • Police and Crime Plan update report • PCC's Annual Report • PCC Strategy Report – Estates • Modern Day Slavery/Human Trafficking Report 	<p>Insight report</p> <p>To provide a broader overview of crime against women and initiatives to improve women and</p>

	<ul style="list-style-type: none"> • Violence against women and girls • OPCC Corporate Governance Board update • Efficiency Savings fin yr 2023-24 progress update report • Recruitment and Retention update report 	<p>girls' confidence in policing. To include update on extra checks against existing officers in light of recent national events.</p> <p>- including force demographics BAME, ESOL recruit/promotion; explore reasons for officers leaving in the first 2 years of service and challenges of gaps in experience.</p>
Weds 13th December 23	<ul style="list-style-type: none"> • Police and Crime Plan update report • Complaints against Police and Crime Commissioner Annual Report • Police and Crime Panel Constitution – Terms of Reference review • OPCC Corporate Governance Board update 	<p>To include data and performance metrics</p> <p>Monitoring Officer to provide an overview of complaint activity</p>
Other Suggested items to be scheduled to future meetings	<ul style="list-style-type: none"> • Emergency Services Network update • Ethics and Transparency Panel update • Annual Report for Independent Custody Visitors (2022/23) 	<p>To provide update on timeline for implementation and budget impacts as programme progresses</p>

	<ul style="list-style-type: none"> • East Midlands Regional Collaboration Programme report • Leicestershire Academy summary overview 	To include a complete overview of the programme and collaborative arrangements
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Notes: Budget/Precept: Proposed Precept must be notified to Panel by 1 Feb and Panel must consider by 8 Feb. If veto used, Panel's consideration must be completed by 22 February and PCC issue the final precept by 1 March

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

Other

- Panel visit to the Leicestershire Force Academy- Panel secretariat to liaise on dates, (Sept/Oct 2023)
- Panel visit to a commissioned service – Panel secretariat to liaise on dates, (November 2023)
- Familiarisation visit to Force HQ (March 2024)

