

Business Plan 2020/21 and Addendum to Police and Crime Plan

Leicestershire Police and Crime Commissioner

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1. Preface from PCC

2. Rather to everybody's surprise, including mine, I have the privilege of remaining Police and Crime Commissioner for Leicester, Leicestershire and Rutland for an extra year. Although my Police and Crime Plan runs until 2021, it is clear that much has changed since it was first published three years ago. I, therefore, welcome this addition to the Plan that brings it up to date. In my view, it deals with many of the new issues that have arisen in our area, both before and during COVID-19. These are issues that affect many of our fellow citizens every day of their lives. The public quite rightly expects us to come with practical solutions that make a difference. It is a good start that we now have an increase in the number of Police Officers and Staff after many years of falling roles.

3. I would like to thank all my colleagues at the OPCC, as well as the Chief Constable, who have helped in preparing this document. In particular, I want to mention my Chief Executive Paul Hindson, who has driven this project with high energy and purpose.

4. I also want to acknowledge the important role that my Deputy PCC, Kirk Master, has played in the achievements of my term to date and I want to thank him for agreeing to take on additional responsibilities in the year ahead.

5. Introduction

6. This Plan is an addendum to the Police and Crime Plan and also serves as the Business Plan for the Office of the Police and Crime Commissioner (OPCC) to May 2021 when the next Police and Crime Commissioner (PCC) elections will take place.

7. The Plan has a very clear central theme: its core aim is to prevent harm to our communities. That aim has short term and long term elements to it. In the short term, we have excellent services across the Leicester, Leicestershire and Rutland (LLR) partnerships that deal with the immediate threats arising from organised crime groups, terrorist activity, habitual offenders and other sources to protect those vulnerable to harm. We also have excellent services to prevent recurrent offending by supporting the rehabilitation of those susceptible to common causes of offending such as substance misuse, mental ill-health, negative relationships and many more. We will continue to invest in these services alongside our Leicester, Leicestershire and Rutland (LLR) partners to ensure that we protect our diverse communities and minimise harm.

8. The longer-term approach to preventing harm is more complicated and challenging, but potentially more rewarding. With this approach, we focus on the primary causes of the harm and address these at their source. For instance, there is considerable evidence linking adverse childhood experiences (ACEs) with subsequent harmful behaviour. ACEs include: experiencing abuse as a child, mental illness of a parent or household member, domestic violence within the household, the imprisonment of a parent or close relative and several others. Instead of waiting until those early life experiences are converted into harmful behaviour ten years later, the long term approach would address ACEs when they occur. For example, we know that smoking considerably increases the risk of cancer, particularly lung cancer, although it may take years for the disease to develop. If we can reduce the amount that people smoke now, then we will undoubtedly reduce cancer rates in the future. The same is true of ACEs and of other personal and social factors that generate harm. A 2019 police analysis showed this life course for a serious offender in LLR whose development was

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littered with experiences of abuse and neglect over many years before he was charged with murder.

9. Leicestershire Police is excellent at dealing with the short term work needed to address crime. However, the long term efforts require the collaboration of lots of different organisations and local communities, which is more complicated to achieve. This Plan is focussed as much on what other organisations do as it is on the work of the police.
10. Our ability to prevent harm in the short term and long term has improved recently with the establishment of a Violence Reduction Network (VRN) covering the whole of LLR. The VRN has built a Response Plan which identifies the causes of violence and develops multi-agency initiatives to stifle them at source. We will build on this approach and extend it to other harmful behaviours that threaten our community. In this way, we will not just be responding to harmful behaviour when it happens, but we will be tackling its causes at the earliest point leading to long term benefits for our communities. The rest of this Plan focusses on how we achieve this aim.
11. This Plan, therefore, covers new work to be undertaken over the coming year and beyond. At the same time, we will continue to focus on the priorities identified in the original Police and Crime Plan and prepare an end of term report covering all of the commitments made.
12. The original Police and Crime Plan emphasised the rich diversity of our LLR communities and made a commitment to reflect that diversity in all of the objectives we pursue. That commitment to embrace our unique diversity is reinforced in this addendum.
13. **We prevent harm to our communities by listening to the people of LLR so that we can commission police services which make people safe.** LLR is officially served by a “Good” police force. That is the judgement of Her Majesty’s Inspectorate of Constabulary (HMIC) which has reached that assessment for all aspects of police performance. HMIC assesses against efficiency, effectiveness and legitimacy and the only area where performance improvement is required is in data integrity.
14. Paragraph 17 of the Policing Protocol lays out the responsibilities of the PCC, which include setting the strategic direction for the police via a Police and Crime Plan and holding the police to account for the delivery of that Plan. These duties cover “the totality of policing”, making it clear that it encompasses all aspects of police work. Paragraph 20 of the Protocol refers to the broader powers of the PCC beyond policing. These include the delivery of community safety and crime reduction and “a wider responsibility for the enhancement of the delivery of criminal justice in their area”. These are very significant responsibilities covering the work of many different organisations, and this Plan will cover the full range of these responsibilities, focussing initially on the work of the police directly.
15. The Police and Crime Plan provides the strategic direction for Leicestershire Police, and the contents of the original document are still applicable to the current period. This addendum merely provides more specifics for the additional period from May 2020 to May 2021.
16. Effective partnerships are built on strong relationships. The relationship between the office of the PCC and the police is characterised by closeness, transparency and collaboration. The PCC’s role is also to hold the chief constable to account, which is conducted in the same spirit of openness through the following channels:

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- a six weekly Strategic Assurance Board which reviews and sets the strategic direction, makes critical strategic decisions and prepares the budget as well as evaluating performance against the plan;
 - scheduled weekly one to one meetings between the Commissioner and the Chief Constable;
 - weekly meetings between the Commissioner's senior officers and the Chief Constable's Chief Officer Team;
 - weekly performance reports on overall force performance;
 - regular Joint Audit Risk and Assurance Panel (JARAP) meetings with public representation, which scrutinise progress against action plans to meet regulatory standards and monitor risks;
 - regular meetings of the Ethics Committee with public representation to consider and report on ethical dilemmas and decisions taken within policing operations;
 - representation at strategic police meetings by officers from the PCC's office;
 - regular update meetings between the PCC and senior officers of the police;
 - regular visits by the PCC to operational departments;
 - continue to work closely with the Police Federation and the Trade Unions.
17. The Police and Crime Panel scrutinise the effectiveness of the PCC in holding the Leicestershire Police to account.
18. To improve our accountability role over the coming year, we will:
- develop a performance framework, which identifies the police contribution to prevention;
 - capture the outcomes against each of the Vs¹ in the original Police and Crime Plan (PCP);
 - focus on underdeveloped areas of police work against the objectives in the PCP;
 - review police performance in relation to the COVID-19 crisis;
 - focus on prevention as a central theme in the PCP;
 - work collaboratively with the police to develop the next specification for the police operating model;
 - ensure that the police meet the required standards for crime data integrity;
 - continue to meet expectations arising from the Strategic Policing Requirement
19. Over the course of the first four years of the PCC's term, substantial improvements have already been made. These include:
20. *Police numbers* – Increasing the numbers of police officers and staff for every year of the PCP. Those numbers will continue to increase over the coming year to enhance the safety of all communities across LLR;
21. *Police diversity* – our ambition is for our police force to be representative of the diverse communities it serves. Over the last four years we have made progress towards that ambition but we still have more to do. Therefore the commitment to creating a representative workforce is renewed through this addendum and will be pursued as vigorously as it has been for the past four years.
22. *Police collaboration* – Continuing to support regional cooperation across the East Midlands to tackle the more serious forms of organised crime. The collaboration continues to be seen as a national model of good practice, and the PCC has reinforced his commitment to it for a further year. The regional collaboration also acts as the point of interface with the National

¹ Victims, Vulnerability, Viable Partnerships, Visibility and Value for Money

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Crime Agency and other nationally driven police work;

23. *Locally accountable policing* – in March 2020 Leicestershire Police launched a new operating model, 'TOM' which deploys most police officers and some staff from local bases within communities across LLR. TOM is the first step in a range of developments to return policing to local communities, and it will continue over the coming year;
24. *Exploitation* – the PCC has part-funded the establishment of a multi-agency team to support coordinated work on all forms of exploitation. In the coming year this will result in the development of an exploitation team which will provide protection for the vulnerable and disrupt those people who seek to prey on them;
25. *Domestic Abuse* – The PCC has funded the enhanced services that are offered through the Multi-Agency Risk Assessment Conference arrangements (MARAC), which have allowed the agencies to meet daily to plan their work to support vulnerable people. Following an evaluation in April 2020 the PCC has agreed to make these changes permanent, providing much stronger protection for victims;
26. *Mental health* – the original PCP highlighted the role that mental ill-health could play in harmful behaviour. The PCC has funded initiatives such as the Pro-Active Vulnerability Engagement Team (PAVE) to support those people whose mental ill-health often brings them to the attention of the police. Alongside this, the PCC has supported the development of services to divert people suffering mental ill-health out of the criminal justice system altogether and has seconded a mental health specialist into the police to coordinate their mental health services. The PAVE service will expand in the coming year alongside other positive developments in the mental health world.
27. The areas we want to focus on for the coming year are:
28. *Modern Slavery* – this is a growing form of exploitation and which is difficult to analyse and quantify. The PCC wants to ensure that Leicestershire Police is providing the best possible service for these vulnerable individuals;
29. *Rural Crime* – harm is not isolated to urban communities, rural areas also experience serious levels of harm that is often distinctive to the local environment. LLR has a large number of rural communities which need dedicated services to support them. This plan will continue to focus on the needs of our rural communities to provide the specialist services that will keep them safe.
30. *Integrated Offender Management* – the current IOM scheme has run for several years and is highly regarded locally, but, with the development of a VRN and a significant review underway within probation it is an excellent time to assess whether IOM can develop further;
31. *Missing children* – LLR has excellent multi-agency services for dealing with missing children. However, the problem has strong links with other forms of exploitation, which in turn drive serious organised crime. The volume of missing children continues to be very high, and a new preventive approach is being developed by the Strategic Partnership Board warranting additional attention on the issue within the police.

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32. *Night Time Economy* – the night-time economy (NTE) makes an important contribution to the prosperity of our communities. However, it also generates harmful behaviour and considerable demand for our emergency services. As this plan is being prepared, the NTE is temporarily suspended as a result of the COVID-19 crisis. The restart of the NTE needs to be managed carefully to comply with the new expectations around COVID-19. However, it also provides us with a platform for reducing the harm generated by NTE related behaviour.
33. *Supporting our emergency workers* – the COVID-19 crisis has emphasised how reliant we all are on the work of our emergency workers and the PCC has already supported legislation that imposes stricter penalties on those who assault emergency workers in the line of their duty. We are familiar with the magnificent work of our police, fire, ambulance, care workers and hospital workers during this crisis. We should also acknowledge our reliance on retail workers, particularly those who work in supermarkets and pharmacies, who have kept us going through these difficult times. They are also on the frontline, and they have experienced increased abuse to support our needs over the past few months. This is an opportunity to repay them alongside the other emergency workers.
34. *We prevent harm to our communities by commissioning excellent services.* The PCC uses his commissioning funds to commission partners and community-based organisations to achieve this Police and Crime Plan. Much of this work is undertaken in partnership with other statutory organisations. Contracts range from a few thousand pounds to millions of pounds. These funds are published annually in the Commissioning Framework, but funding is flexible to reflect the dynamic nature of the threats we face.
35. During this year, we will continue to work with partners to recommission domestic and sexual violence and abuse (DSVA) and substance misuse services, with new services rescheduled to 2022 in response to the COVID-19 crisis. We will continue to respond flexibly to this and other emerging commissioning needs in the meantime. We will implement the “Safer Streets” programme with Leicester City Council and Charnwood Borough Council if our bid to the Home Office for this initiative is successful.
36. The services we currently fund are listed in the Commissioning Framework, which is available on our website.
37. The relationship we have with our providers is a strong one, ranging from small grassroots organisations in local communities to large national organisations with an immense breadth of delivery experience. We regard these providers as a partner network who work with us to achieve our shared goal of reducing harm. We will continue to work with them to problem solve the challenges that lie ahead of us. Through our network, we are jointly able to offer:
- Through the community safety partnerships (CSPs) in each local authority we work together to offer excellent community safety plans which strengthen communities;
 - A suite of services such as Victim First, UAVA Domestic and Sexual Violence and Abuse Information and Support service, target hardening, Sexual Assault Referral Centres and DV 360 all of which to support victims of crime to cope, recover and be protected;
 - Services such as substance misuse support, out of court disposals for the first time and lower-level offending and a suicide bereavement service to support and protect vulnerable people and prevent them from causing harm to themselves or society;
 - Small grants to a variety of community organisations through the PCC’s Prevention Fund which, amongst other things engages with young people and gets the best out of them;

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38. Over the coming year, we will improve this still further by:
- Adding £100,000 to the prevention fund to support the Covid-19 response and recovery effort;
 - Expanding the funding of domestic abuse services by £100,000 – enabling additional refuge spaces to be created;
 - Proactively seeking to access and enable providers to obtain additional funding that is made available nationally as part of the Covid-19 response and implement this activity;
 - Further enhance the commissioning budget through seeking to access further internal/external funding streams;
 - Focussing new youth-related provision funded through the PCC's Prevention Fund on long term prevention via work on risk factors such as ACEs and enhancing protective factors;
 - Developing an Outcomes Framework and related monitoring to demonstrate the impact of funded activity, build a more substantial evidence base and reinforce the prevention methodology;
 - Report on the outcomes achieved across our commissioning work;
 - Establish a dynamic and supportive network of providers who are commissioned by us.
39. **We prevent harm to our communities by listening to, involving and strengthening those communities.** We work with communities to build resilience and empower them to have a voice; raising issues that are important to them. Our objective is for communities to have a greater sense of control, working collaboratively with us and other public services to make their environments a safe and happy place to live. Communities hold an enormous depth of resource and knowledge that can achieve great things if we can learn to marshal it. Our job is to help communities unlock this resource.
40. To listen to you over the coming year, we will:
- Continue with our engagement programme of “What Matters to You” events and local patch walks – including through digital channels until the COVID-19 restrictions are lifted;
 - Hold focus groups, community forums;
 - Conduct regular surveys;
 - Visit key community groups, forums and parishes;
 - Develop more online platforms for engaging with you and hearing your voice;
 - Use your feedback to make changes – and tell you how we've done this.
41. To involve you more over the coming year we will:
- Establish a community leadership programme to create a network of community leaders across LLR;
 - Stimulate grassroots work in communities through our Prevention Grant Fund;
 - Help communities make more use of the natural resources that they have at their disposal;
 - Enhance our People Zones' initiative by extending it to other communities;
 - Build an expanded volunteer programme across LLR with an integrated model for volunteering;
 - Work more closely with local support groups and bodies such as community panels and residents' associations;
 - Expand the role of Independent Custody Visitors (ICV) through Phase II of ICV pilot;
 - Introduce e-training packages/webinars for ICVs including induction training for those newly recruited and achieve the Platinum Award from ICVA Quality Assurance Framework;

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- Improve our recording and analysis of engagement work so that we know which groups to focus on;
42. We will also demonstrate our commitment as an office to the work of local communities by allowing all our staff to take time out of their work schedules to work directly with local community groups and charities. We want all of our people to understand the vital importance of the work done by local communities in local communities, and we want them to support it through direct experience.
43. **We prevent harm to our communities by working in partnership and collaborating with others.** Everything we do is in collaboration with others. Partnership is the way services are delivered in the modern era. A vital partnership for the OPCC is the Community Safety Partnership (CSP), which bring agencies together through the local authorities to build plans to keep local communities safe and secure. There are nine CSPs across LLR, and they are all funded by the OPCC. Taken together, the CSPs offer a valuable resource which can have a major impact on harmful behaviour, with some of it focusing on local priorities and some focussed on regional strategic objectives. The role of the OPCC is to enable CSPs to flourish by providing strategic direction, funding and support, such as data analysis. A key focus of the coming year will be to maximise the achievements of the CSP partnerships as a vital tool for preventing harm to our communities.
44. To develop our partnership work over the coming year, we will:
- Build on our strong relationship with CSPs to create a shared strategic direction;
 - Build a CSP supporting hub that allows CSPs to thrive, with supporting data, regular fora and best practice models;
 - Work with CSPs to apply the new public health duty to tackle serious violence announced by the Home Office in 2019;
 - Strengthen the role of Joint Action Groups in delivering key objectives;
 - Test out new initiatives with CSPs;
 - Collaborate with CSPs on joint initiatives such as community perception surveys;
 - Map and rationalise the partnerships we attend, creating a partnership database;
 - Be seen as a reliable, intelligent partner adding value to partnership endeavours;
 - Evaluate our partnership contribution by seeking feedback from partners, including local communities;
 - Build stronger relationships with universities and local businesses
45. **We prevent harm to our communities by building an effective and responsive criminal justice system.** Part of the role of the PCC is to oversee the criminal justice system (CJS) as a whole. The CJS is a complex system comprising many different agencies with different roles and a variety of aims and targets. On top of this, the CJS faces constant demand pressures, which can be overwhelming and result in short term inefficiencies. The PCC chairs the East Midlands' Criminal Justice Board (EMCJB) and links directly with the National Criminal Justice Board led by government ministers. The PCC uses these boards to drive forward improvements in the way the system operates. This has become especially significant since the start of the coronavirus crisis as the CJS has to introduce new working practices to overcome the restrictions brought about by the virus. In many ways, this process has forced the CJS to modernise its processes, introducing new

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digital systems that would have otherwise have taken many years to implement without the urgency presented by the crisis. The PCC is determined to consolidate these changes.

46. On top of this, the PCC aims to change how some elements of the existing system operate. For instance, the PCC has played a lead role in shaping the future development of the probation services after the failed Transforming Rehabilitation Programme. The PCC opposed that programme and now aims to ensure that the replacement programme offers locally responsive services that are accountable to the people of LLR and working effectively in partnership to support his aims for long term prevention of harm. Similarly, the PCC is keen to ensure that the new prison being built at Glen Parva is responsive to the local community and becomes part of the local partnerships, making a significant contribution to the goal of preventing harm in the short term and long term.
47. To enhance the effectiveness and responsiveness of the CJS over the coming year, we will:
- Consolidate efficiency changes arising from the coronavirus crisis;
 - Encourage the government to make the radical changes necessary to minimise the growing backlog of cases progressing through the courts;
 - Introduce a new Reducing Re-offending Board to the EMCJB with a focus on prevention of harm;
 - Review the EMCJB programme to ensure it facilitates the long term prevention of harm;
 - Maintain existing projects operating under the Board with revised work plans supporting the consolidation of efficiency changes;
 - Continue to shape the future delivery model for probation, with an emphasis on prevention and build a strong relationship with the regional director;
 - Continue to shape the development of the new prison at Glen Parva with an emphasis on partnership, community relationships and prevention;
48. **We prevent harm to our communities by building multi-agency strategies for change with our partners.** The PCC convenes a partnership board that contains all the heads of the primary public services across LLR with the explicit aim of reducing harm to our communities. The Strategic Partnership Board (SPB) directs the work of several sub-groups, which develop the multi-agency services overseeing work with those who perpetrate harmful behaviours and those who are vulnerable to them. It has also now established the VRN to tackle the problem of violence from a public health perspective and the Prevention Board, which aims to apply this approach more widely. The priority behaviours identified by the SPB are: domestic violence; missing children; behaviours associated with substance misuse; crisis behaviours associated with mental ill-health; serious crime linked to a small number of traveller sites; night-time economy driven practices; exploitation, particularly around modern slavery; and gang-related behaviour. All of our public services deal with harmful behaviours in one way or another, but often our interventions are fragmented and un-co-ordinated. To make a difference to harmful practices, we need these organisations to work together to a common strategy over a long period. That is what the SPB does.
49. To develop the multi-agency strategies overseen by the SPB over the coming year, we will:
- Integrate the prevention approach into the work of SPB;
 - Prepare analyses of two of the priority harmful behaviours;
 - Prepare multi-agency strategic response plans for two of the priority harmful behaviours;
 - Prepare a toolkit for developing prevention-based ways of working;

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- Provide briefing to all SPB members on the application of the public health/prevention approach;
 - Provide training and support for nominated leads to work on each of these harmful behaviours;
 - Coordinate and support the work on building response plans for each of the harmful behaviours;
 - Prepare a dashboard for monitoring progress in addressing these harmful behaviours;
 - Enhance the programme support provided to SPB
50. **We prevent harm to our communities by communicating well with all of our stakeholders.** Effective communication and engagement with participants are essential. These activities play a vital role in promoting community safety and preventing harmful behaviour.
51. Regular stakeholder mapping is crucial. We need a well-developed understanding of the strengths, capabilities, wants, and expectations of the individuals, groups and organisations who can make a difference to our business plan. These include community leaders, public and voluntary sector practitioners, commissioned services, and those who are engaged in, or who are vulnerable to, harmful behaviour.
52. Since May 2016, the OPCC has built powerful collaborations with a wide range of partners. We use these viable partnerships to identify issues, convey messages and seek feedback. Progress is good.
53. We have also seen a step-change in favourable coverage of the Commissioner and the work of the OPCC across broadcast, print and social media platforms in Leicestershire.
54. The Commissioner has energetically engaged with our diverse community through events and visits, conferences, seminars and a refreshingly positive attitude to approaches from the public at large irrespective of geography or background.
55. But times are changing, and the COVID-19 crisis means things have to be done differently, starting with greater use of social media platforms and online engagement to engage with our communities and use coordinated digital campaigns to bring about change.
56. Building on our experience since 2016, we will:
- Design and implement a structured stakeholder relationship management methodology,
 - Develop a communication plan fully aligned with the OPCC business plan priorities and outcomes framework,
 - Deploy an evidence-led, targeted approach to all OPCC communication with a sharper focus on evaluation, and
 - Initiate a 'campaign' approach to selected OPCC projects.
57. **We prevent harm to our communities by accessing, analysing and making sense of the data available to us.** Data analytical capability is a key element of adopting a public health/preventive approach. If we want to focus on the primary causes of harm, then we need to understand what they are. But the data sit in lots of different databases across public services and to fully understand what is happening we need to access and analyse that data. We also need to monitor trends and patterns in harmful behaviour to predict future issues and target resources, and we need to scrutinise police

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performance to problem solve any areas of difficulty and learn from areas of excellence. For these reasons, we intend to enhance our data management and analytical capability over the coming year. We have already demonstrated our ability to develop an in-depth analysis of a complex behaviour by completing the Strategic Needs Assessment underpinning the VRN Response Plan. But we need to build on that experience

58. Our ability to collect and analyse data is also integral to all of the plans within this document: effective commissioning, community engagement, communications: all of them depend on being able to capture and understand the data they generate.
59. To develop a strategic data analytical capability over the coming year, we will:
 - Appoint a senior analyst for the VRN;
 - Create a collaborative partnership of data leads across the key public services;
 - Deliver the data management/analytical vision in the VRN Response Plan, including the ability to integrate and report from multiple agency databases;
 - Establish a data reporting capability for all the functions within the OPCC, particularly focussing on outcomes achieved;
 - Create databases to support the work of the SPB and its sub-groups;
 - Conduct analyses of each of the harmful behaviours prioritised by the SPB
60. **We prevent harm to our communities by having an efficient office to support our endeavours.** The Executive Support function business area provides the framework and support for other business areas to work towards preventing harm. This is undertaken by ensuring robust decision making, compliance with legislative and statutory guidance, efficient and effective systems and processes and assurance that all decisions and proposed courses of actions are within the remit of the PCC and in line with the Policing Protocol. The COVID-19 crisis has challenged the office, forcing us to change the way we work, but also accelerating some of the improvements that needed to happen anyway. We will consolidate these.
61. To develop our executive support work over the coming year, we will:
 - Implement a whole-office programme management methodology;
 - Improve office systems to become smarter and leaner extending the use of virtual meetings and paperless processes;
 - Rationalise our management of meetings with more explicit terms of reference and forward planning schedules;
 - Modernise our correspondence handling, offering more innovative ways of allowing the public to engage with the PCC and reviewing our service standards;
 - Enhance our staff development through formal training, individual training plans, informal learning and mentoring;
 - Develop a more dynamic and responsive appraisal system;
 - Implement a structure for assurance and compliance through an assurance working group;
 - Implement recovery plans following COVID 19 restrictions
 - Deliver the project to transition to a new Police and Crime Commissioner 2021.

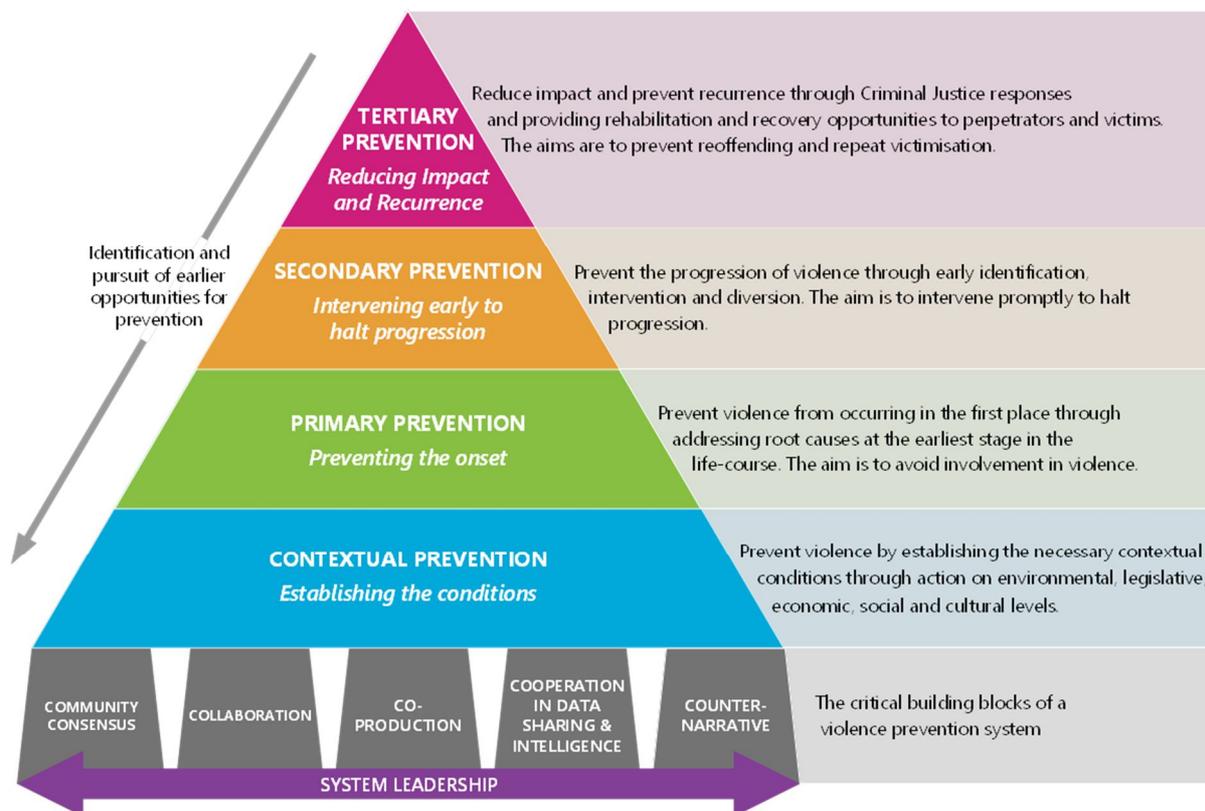
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62. **We prevent harm to our communities by being flexible and responding dynamically when the circumstances require.** Plans are essential, but the crisis surrounding COVID-19 demonstrates that things can change rapidly and unexpectedly, and we need to be responsive to those changes if we are going to prevent harm to our communities. The PCC has responded immediately to the crisis by providing an additional £200k in grants to assist local charities and organisations adapt to the emergency. The funding process has been accelerated rapidly, usually within a few days, and has supported the relief work, e.g. crisis support for isolated older people and work to ensure that young people adhere to lockdowns but remain engaged. At the same time, the office has led on a special package for supporting victims of domestic abuse during the lockdown. Similarly, the OPCC has reviewed all of its commissioned services and made short term changes to contracts to enable our network of service providers to adapt to the changes and provide the most relevant services. This includes direct work in the Contact Management Department to support vulnerable individuals identified through emergency calls. The pace of change has been rapid but necessary, and the PCC intends to maintain the commitment throughout the recovery period. All of this has been achieved while the office has fully complied with the government expectations for lockdown.
63. To flexible and responsive over the coming year, we will:
- Work out our relationship with the Local Resilience Forum and its sub-groups;
 - Maintain an emergency grants capability throughout this and any future emergencies;
 - Work through the SPB to identify and consolidate the benefits arising from practice changes;
 - Work through the EMCJB to identify and consolidate the benefits arising from practice changes in the CJS;
 - Consolidate the benefits arising from the new pattern of working;
64. **We have already set up a VRN for the long term prevention of harm from violent behaviour** The PCC established the Violence Reduction Network (VRN) in September 2019 after successfully applying for Home Office funding to establish one of 18 Violence Reduction Units across England and Wales. The VRN seeks to; “offer leadership, establish a core membership and, working with all relevant agencies operating locally, provide strategic coordination of the local response to serious violence.” Focussing on public place violence by under 25-year-olds, including knife crime, the VRN has adopted a public health approach to preventing violence. Governed by a cross-sector, multi-agency Board, the VRN has developed a model which seeks to:
- Promote system leadership across LLR to drive cultural and system change focussing on the primary causes;
 - Ensure communities and young people are central to our understanding of how to deliver solutions;
 - Adopt an evidence-informed approach through the sharing and analysis of data from a wide range of sources;
 - Secure positive changes in policy, strategy, organisational culture and workforce development;
 - Ensure interventions aimed at preventing violence operate across all levels of prevention;
- Through drawing on public health approaches, recent guidance and our core principles, the VRN has adopted the following framework for planning and implementing strategies aimed at reducing and preventing violence.

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This framework also provides the structure for the VRN's strategic priorities and objectives.

A Place-based, Whole System Framework for Violence Prevention



65. The VRN has already made significant progress in understanding and strengthening our local system for preventing violence, including the publication of a Strategic Needs Assessment, an evidence-informed Response Plan and the commissioning of new services. The programme of work for this year includes:

- **Leadership and cultural change.** There will be a specific focus on supporting schools and the broader partnership to prevent violence in education settings through the Mentors in Violence Prevention leadership programme in secondary schools and trauma-informed workforce development
- **Information sharing and data analytics.** The VRN will look to gather and analyse police and health data (injury surveillance) to inform multi-agency responses to hot-spots and draw on a range of data sources to understand the prevalence of risk factors amongst different cohorts.
- **Interventions and Services.** We will continue to invest in services that are designed around 'reachable moments' for violence prevention, including our innovative Violence Intervention Project in the Emergency Department at Leicester Royal Infirmary (LRI). An understanding of ACEs will be central to all interventions.
- **Community Development and Involvement.** We intend to strengthen the role communities, and young people in particular, play in the VRN's work including implementing community

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panels, investing in community leadership and mentoring and running a further round of grants for grassroots community groups.

- **Communication and Campaigns.** We recognise the importance of clear and consistent messaging around the issues of serious violence and promoting the social norms we wish to see. We intend on running a multi-agency around Child Criminal Exploitation (CCE) with a focus on empowering parents and communities to play their role in its prevention.

66. **Conclusion** – of necessity this plan has been compiled very quickly without the usual levels of consultation. It sets out the key objectives for the additional year of the PCC's term. The PCC will, of course, be held to account for its delivery by the Police and Crime Panel. This is a dynamic plan, and it will continue to be strengthened throughout the coming year by the PCC's engagement with the communities of LLR. This plan is prepared on behalf of those communities and directly for their benefit. It will also be more successful if the public is aware of it and able to contribute to it, and that is undoubtedly what the PCC wants to encourage.