



POLICE & CRIME  
COMMISSIONER  
for Leicestershire

Prevention | Partnership | Protection

# ANNUAL REPORT

2019/2020



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## INTRODUCTION

Welcome to my Annual Report for the year ending March 2020, which looks back at the achievements against my Police and Crime Plan.

Launched in 2017, it was based on an overarching theme of 'Prevention', delivered by five key strategic objectives.

- Visible Policing
- Viable Partnerships
- Victims Services
- Protecting the Vulnerable
- Value for Money



This year, we saw the new Violence Reduction Network (VRN) focusing on long-term prevention of violent crime. Prevention has been the main theme underlying my Police and Crime Plan and all of my work since my election, so I'm very pleased to have such a strong multi-agency team to tackle violence over the long term. We have worked to prevent young people becoming involved in a life of crime with funding from the Early Intervention Youth Fund. Work is now embedded to help those most at risk of harm; and we have funded cyber-specialists to help tackle cyber and cyber-enabled crime.

A fundamental aim of my plan has been to increase the capacity of the police and I'm delighted that my latest budget, approved by the Police and Crime Panel in February 2020 has funded a further 100 police officers for LLR in addition to the 107 officers that I funded in the 2019/20 budget. On top of this the government has funded 89 new officers during the year as part of its Uplift Programme, with more to come in subsequent years.

We are recruiting for these new posts and I'm especially pleased to see that we have more applicants than ever before from a BAME background. We are going to considerable lengths to support their applications. The diversity of the force is continually improving across the recruitment, retention, and progression landscape, but it still needs to go much further.

The year also saw the development of a new police service delivery programme, which puts policing services firmly back into the heart of communities, with more response officers, detectives and investigators.

Our partnerships are known to be effective and progressive. The success of the VRN, projects such as People Zones, Street Lifestyles and the approach to the pandemic show how partners can really pull together.

The support provided to victims and witnesses has gone from strength to strength. The feedback from service users regarding the redesigned service has been very positive and to confirm their comments, the service has also received two awards for the quality of its service.

Earlier this year, I hosted the first Safer Community Celebration Awards. It was an evening to recognise and celebrate those individuals and key partners who have played a vital role in helping to achieve the objectives in my Police & Crime Plan. Nominations were awarded against the five 'V's and it gave me the opportunity to recognise the hard work by so many partners and groups.

I have to say that I am profoundly grateful to the communities who have welcomed me, talked to me, and enabled me to try and shape an affordable service that meets their needs.

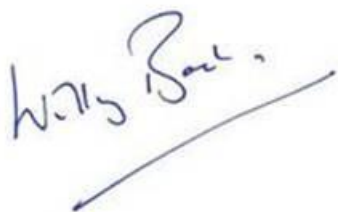
The work to protect the most vulnerable in our society has continued. For example, the successful Pro-active Vulnerability Engagement (PAVE) Team and triage car have now been integrated into mainstream activities, the work to support those at risk of abuse has been boosted with additional funding from my office, and those at risk of reoffending have been offered support out of the cycle of crime.

I am especially pleased to report that Her Majesty's Inspectorate graded Leicestershire Police as 'Good', in all three key areas of assessment, reflecting its effectiveness in reducing crime and keeping people safe as well as the high levels of legitimacy it achieves through its relationships with the public.

In March, the local elections for Councils and PCCs that were scheduled for May 2020 were cancelled owing to the Covid-19 pandemic. It was my intention to stand down as PCC, but my term was extended for a further year. The pandemic brought numerous difficult challenges and I am grateful to my Deputy Kirk Master and the entire support team for their hard work and commitment.

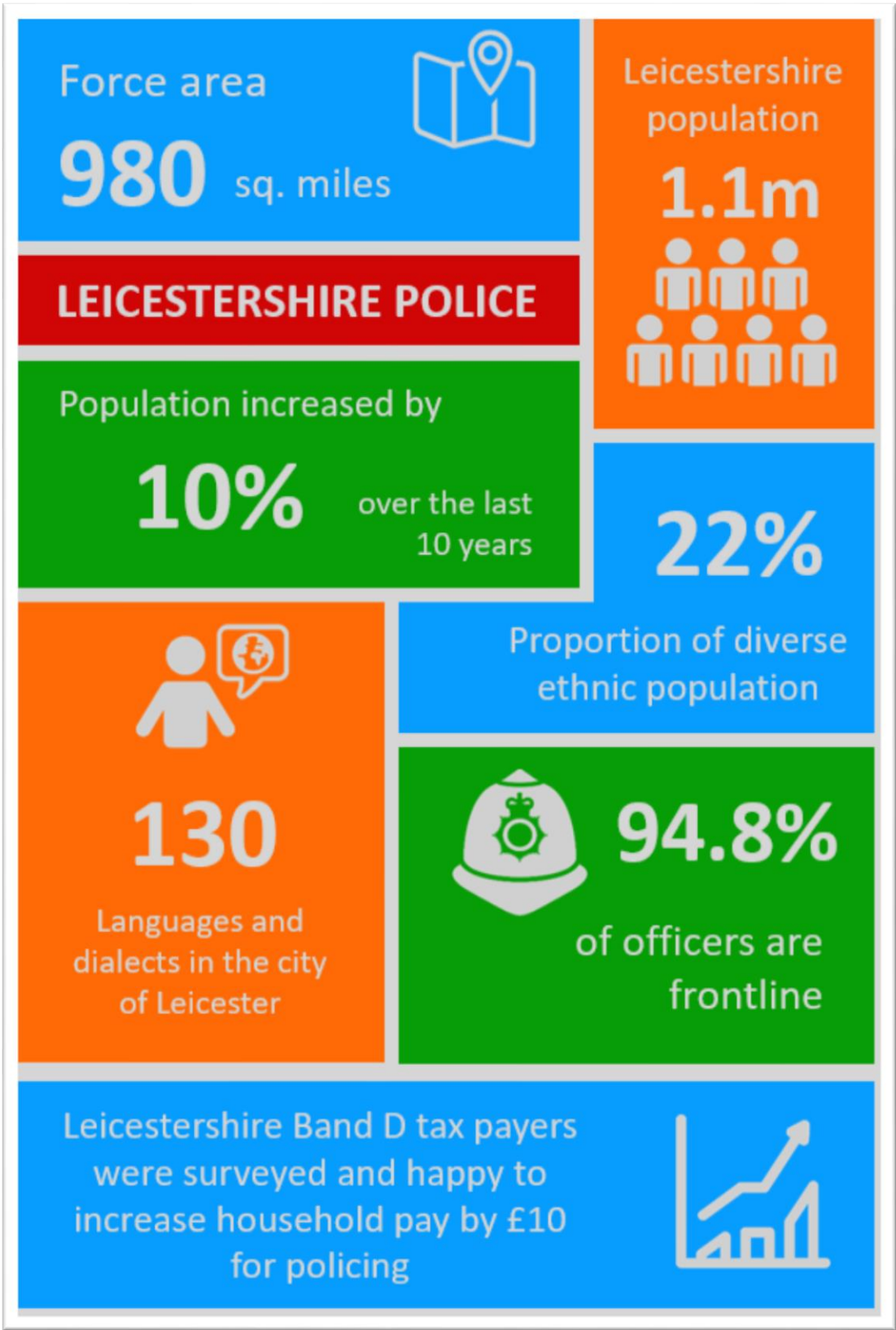
Looking forward, next year's report will undoubtedly be heavily influenced by the response to Covid-19. Having seen first-hand the skill and speed with which all the public services have attempted to keep up with developments and meet the challenges posed by lockdown, I think it will be a very positive reflection on a difficult year.

Thank you all.

A handwritten signature in blue ink, appearing to read 'Willy Bach', with a long horizontal line extending from the end of the signature.

**Lord Willy Bach**  
**Police and Crime Commissioner**

THE COMMUNITY WE SERVE





## VISIBLE POLICING

“The public want more visible policing, but it is equally important that we provide accessible policing based on threat, risk and harm.”



Over the year, police numbers have increased, mainly via my budget increases, but also through the Government's Uplift Programme. The pace of recruitment has been accelerated. 107 extra officers were funded from the PCC budget approved last year. My budget for 2020-21 will deliver a further 100 officers and Operation Uplift will deliver 89 on top of that.

- In line with my approach to prevention of crime I have been actively involved with strategic discussions around approaches to gang-crime, drug dealing and serious violence.

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- Cybercrime continues to grow. In response I supported the expansion of Leicestershire Police's Digital Hub and Cybercrime Unit. Both teams are working to raise awareness in the wider community, provide support both to victims and protect potential victims of cybercrime. Funding has been provided for:
  - An additional investigator and community support officer in the Cybercrime Unit.
  - New software which allows up to 300 officers to complete online investigative work in a timely, safe, and evidentially sound manner.
  - Cyber-safety training to over 5,000 individuals from a range of businesses and communities.
  - Two conferences at Leicestershire Police Headquarters providing information and guidance to the Charity Sector - an area identified as at heightened risk to attack.
- Operation Lionheart, designed to tackle illegal drugs, resulted in 116 arrests. To date, 105 individuals have been charged and 95 successfully prosecuted, including sentences totalling 35 years for a gang of ten men, aged between 18 and 25, who were convicted in October 2019 for storing and selling class A drugs in Loughborough.
- Work to tackle rural crime has been strengthened with a new rural crime team for NW Leicestershire and a fleet of new 4x4 vehicles. In addition, a tri-force operation to tackle rural crime in partnership with Northamptonshire Police and Warwickshire Police saw 268 vehicles stopped, 18 farm visits and a suspicious incident attended.

### **Knife Crime**

This year the work to tackle knife crime has intensified. Extra funding from the Home Office has been invested carefully into proactive policing operations, education with young people and heightened policing presence at known 'hotspots'.

In addition:

- The Force launched the hard hitting '#LivesNotKnives' campaign
- In one week of action, 13 arrests were made, 19 knives were seized and eight were surrendered.
- There were 8,414 violence with injury offences, the majority of which were low-level injuries, for example a scratch or a bruise being caused. The figures also include attacks on officers themselves.
- The force has the lowest rate of violence with injury incidents, per 1,000 head of population, in the region.



## VIABLE PARTNERSHIPS

“The importance of partnerships, streamlining and dovetailing services cannot be over-estimated.”



- I chair the Strategic Partnership Board (SPB). This pan-LLR group has focussed on specific areas of harm including public place violence, children missing from home, issues arising from certain traveller sites, the night-time economy and issues arising from mental ill-health.
- Working with the Community Safety Partnerships (CSPs) I have seen some outstanding examples of good practice
  - Blaby, Hinckley & Bosworth Community Safety Partnership – support to Victims Services, Youth Engagement and the Endeavour Model, which is widely recognised as a model of best practice.

- Charnwood Community Safety Partnership – development of a partnership Knife Crime Strategy / People Zone
- Safer Leicester Partnership – Street Lifestyles (SLOG) Project
- Thematic partnerships such as Integrated Offender Management (IOM) bring a cross-agency response to crime and threats faced by local communities. The most persistent and problematic offenders are identified and managed jointly by partner agencies working together.
- The Violence Reduction Network has been established and is working alongside the police Surge Programme to tackle the issues driving violence and seek sustainable solutions.
- Along with organisations including Leicester City Council's Employment Hub, Leicestershire Cares and The Department for Work & Pensions (DWP) we set up a partnership working group named 'Fair-chance Recruitment; Employment' with the aim of supporting businesses to look at employing ex-offenders into their workforce.

As PCC I have:

- Engaged with and consulted the public, participated in local community meetings and built strong links with a number of Independent Advisory Groups (IAGs), such as the GOLD Community Group, which represents a number of different communities across Leicester, Leicestershire and Rutland (LLR)
- Used surveys, social media, newsletters plus media relations to communicate with diverse audiences, including those acknowledged as difficult to access.



- Held 'What Matters To You' events across the area with the Chief Constable
- Taken part in locality-based Patch Walks to meet local residents and attended local community events, such as PRIDE, the Caribbean carnival, faith events, Emergency Service Days and Farmers' Markets.
- Explored new ways of engaging with young people by working with established groups such as Leicestershire's Youth Parliament, council led youth groups, youth clubs, charities and social enterprises to ensure that young people have a voice in policing.
- Continued to develop People Zones (PZs), the community-led and public service partnership in New Parks, Loughborough and Coalville working to build resilience in communities. Key partnerships include the Leicester Premier League KICKS programme, which runs successful, diversionary activity sessions within each locality, and the Community Rehabilitation Company (CRC) which deploys its Community Payback scheme in PZs e.g. the redecoration of a local community playgroup in New Parks and the Emergency Services Day in Coalville.

## The Street Lifestyles Project

The Street Lifestyles Project (SLOG) is aimed at tackling all issues related to street lifestyles, such as begging, street drinking and rough sleeping. It focuses on individuals located in and around Leicester City Centre.

At the start of the project, a cohort of 33 key individuals were identified as needing intervention. They were entrenched in street lifestyles behaviour, consistently begging, street drinking, participating in substance misuse and rough sleeping on the streets of Leicester City Centre.

Through a targeted people-centred approach, just three of the original cohort continued to present with street lifestyles behaviour.

The Street Lifestyles Project is ongoing with agencies working hard to reduce the continuing tide of individuals ready to take the place of those they have already supported away from this entrenched behaviour.





## VICTIM SERVICES

“Victims are at the heart of everything we do.”



- £1,356,979 has been invested in victims' services this year and I have continued to work with services commissioned through my office to ensure that victims' needs come first.
- Victim First received 13,160 new referrals between April 2019 – March 2020.
- The redesigned victims' support service was awarded the "Victims Choice Quality Mark", for its consistently high-quality service.
- Victim First teams are now based within different police stations across LLR and awareness sessions have taken place with local officers.



- A specialist Children and Young People caseworker has increased the number of young service users.
- The service also received the LGBT Inclusion Award for its commitment in supporting LGBTQ+ victims.
- The many changes wrought by the pandemic, introduced of necessity at the end of the year, will help improve services in the future.
- Three additional volunteers have joined the team to provide additional support to service users.
- Communications with victims has been boosted with a new website and integral webchat facility, while a bespoke booklet on Mental Health requirements was produced to aid service access and provision.



## Domestic and Sexual Violence and Abuse

### Key outputs

- The Domestic and Sexual Violence and Abuse Re-Commissioning project has continued with local authority partners: local communities have also been closely involved in the redesign.
- The recommissioning builds on the successful Violence Against Women and Girls Programme.
- The introduction of daily Multi-Agency Risk Assessment Conferences are improving victim safety

Services such as the Domestic Abuse 360 service have continued to deliver excellent provision and the case study below highlights the difference that these services make.

### Case Study

(Abi and Chris are pseudonyms)

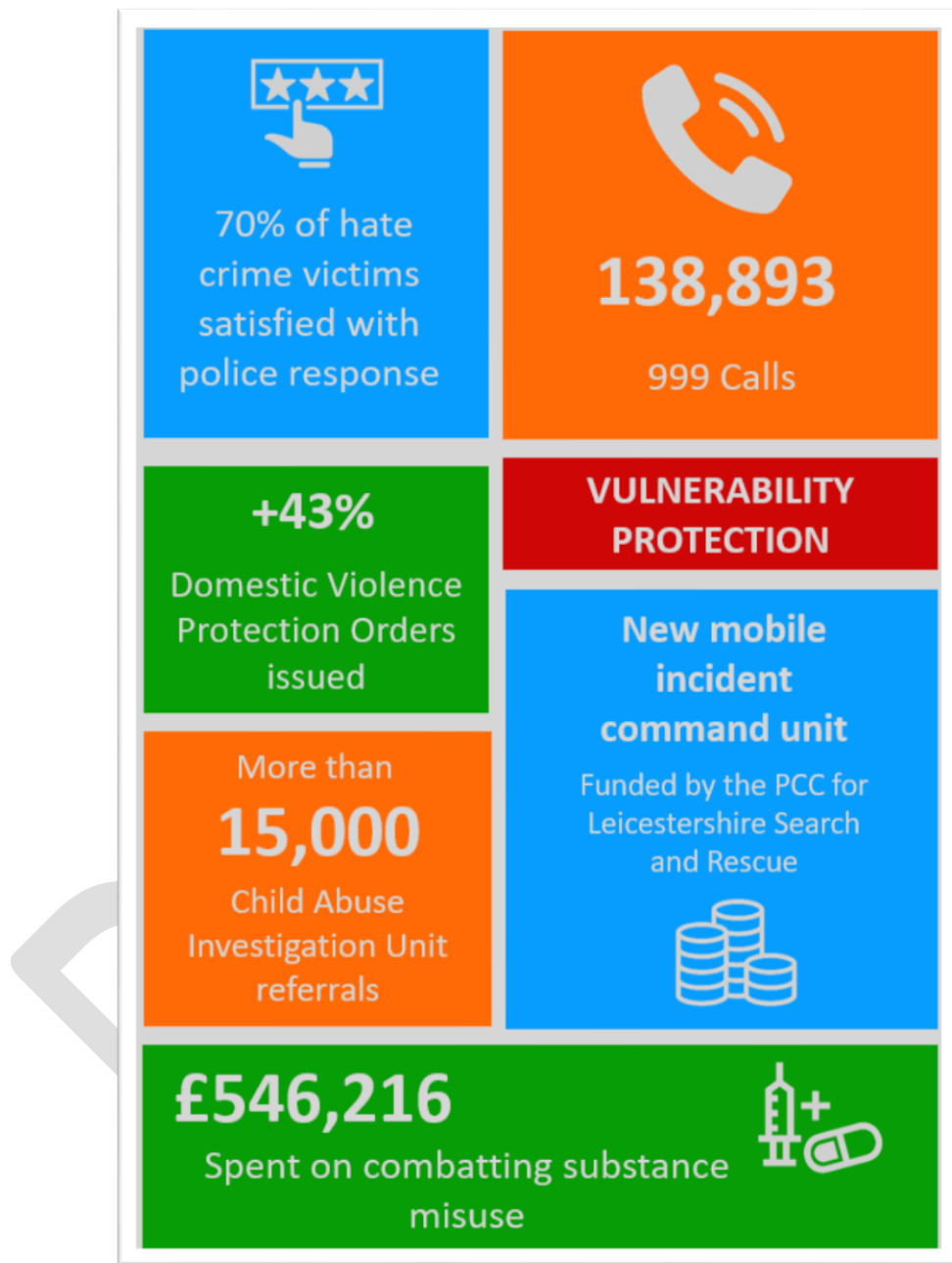
Abi and Chris are well known to the Police. They were both in an on/off relationship, for around 20 years. There have been over 103 police call outs from 2015-2018 in relation to Abi and Chris.

Chris is homeless but stays at Abi's house until he gets very drunk then assaults her. Abi is extremely lonely and loves Chris. The response from the statutory providers tended to be a series of civil orders, breaches and fines with Abi reticent to give evidence to support criminal proceedings.

Project 360 engaged with Abi and over a period of time developed a trusting relationship to the point where Abi was supported to provide evidence against Chris in a criminal trial. Abi was also supported to move out of the area to properly escape Chris and his associates. Chris subsequently found out her new address but due to the distance did not visit. Abi was further supported by Project 360 to relocate within her new area. Abi is now well settled and able to live free from abuse.

## PROTECTING THE VULNERABLE

A wide range of initiatives have been supported to ensure that some of the most vulnerable members of society can become more resilient in the face of adversity.



- The learning from Adverse Childhood Experiences and trauma informed practice has been applied to all our work, particularly in relation to children, young people and vulnerable adults whose vulnerability is often trauma related.
- The focus on hidden crime has seen a strategic manager for Child Criminal Exploitation appointed, the establishment of a multi-agency hub and specialist training provider.
- A targeted Modern Slavery campaign has raised awareness of the signs that someone is at risk, with a dedicated helpline for people to call with information or to seek help.



- The successful Pro-active Vulnerability Engagement (PAVE) Team and triage car have been integrated into 'business as usual'

### Case Study

(Dave is a pseudonym)

Dave was referred to PAVE by the neighbourhood policing team due to issues relating to anti-social behaviour, concerns regarding vulnerability and associates frequenting the property, which meant his tenancy was at risk.

Dave had complex health and mobility issues exacerbated by drug use. Historically he had not engaged well with services, then PAVE engaged with Dave, facilitating assessments by social care and Turning Point. An improved relationship was established with his GP practice and housing officer. Demand for services was significantly reduced.

PAVE was contacted six months after discharge as previous associates had returned to his property. PAVE re-opened the case, engaged with other agencies and Dave is now in appropriate accommodation for his care needs and continues to engage with the Turning Point treatment pathway.

- Joint funding of the suicide bereavement service.
- Multi-agency approach to substance misuse, including funding Dear Albert's 'Make a Fresh Start' project aimed at helping those leaving prison to break the addiction and crime cycle.
- Reduction in number of sexual offences, domestic abuse offences and domestic incidents over the year across LLR with a 43.2% uplift in the number of Domestic Violence Protection Orders issued against perpetrators.
- Emergency provision immediately put in place for those at heightened risk due to COVID-19 restrictions.
- £342,000 funding secured through the Early Intervention Youth Fund reaching a total of 538 young people including the Leicestershire Cares 'UP' project.
- The Unlocking Potential (UP) Project supports young people aged 16-25 who are ex-offenders, current offenders or at risk of offending through holistic services to access education, employment or training by addressing social, economic and emotional obstacles.



### Case study: Joe

Joe was referred to UP in January 2020 after receiving a police caution. He had no income, a limited support network and was sofa surfing after being made redundant following the completion of his mechanic apprenticeship.

The UP Project supported Joe to find suitable accommodation; he was offered a place with The Park Lodge Project, is settling in and enjoying having some stability back.

Joe participated in an employability workshop and was matched for a placement at one of Leicestershire Cares' member businesses, Total Motion. The company were really impressed with Joe at his interview and he was given the opportunity to gain some valuable experience working alongside the vehicle management team in Leicester. After successfully completing his placement, Joe was offered full-time employment with Total Motion.



## VALUE FOR MONEY

It is critical that the public receive value for money in the provision of policing, community safety and other services.



- Inspectors from Her Majesty's Inspectorate of Constabulary and Fire and Rescue Services (HMICFRS) assessed the force in three areas – efficiency, effectiveness and legitimacy. All HMICFRS reports are available on its [website](#). The overall assessment for all three areas was “Good” with **no** areas requiring improvement.

## Value for Money Profile

The value for money profile for Leicestershire Police states that the force:

- Provides a high quality of service delivery for a low comparative cost when compared with other most similar and national forces.
- Concentrates its resources on frontline operational service delivery functions, whilst having comparatively lean back office support functions.
- Makes optimum investment decisions, maximising business efficiency and effectiveness in delivering policing services to the citizens of LLR.
- Is agile in responding to significant increase in total recorded crime; adapts to emerging and changing types of crime, responds positively to the additional crime recording requirements set by central government.

## 2020/21 Budget

At the end of 2019/20 the Commissioner set the budget and precept for the following year: 2020/21. The Police Grant Settlement confirmed a revenue grant increase of £7.95m which is intended to meet the infrastructure costs and one-year salary costs of the government uplift programme.

The precept referendum threshold was set at £10 for a Band D property, the figure by which, after public consultation showed support, the Commissioner agreed to increase the precept. This enabled the recruitment of an extra 100 officers in addition to the 89 officers delivered as part of the uplift programme and the 107 officers agreed during the 2019/20 budget setting process.

The budget continues to prioritise resources to front line policing:





## VIOLENCE REDUCTION NETWORK

The establishment of LLR Violence Reduction Network (VRN), as part of the OPCC, was one the key highlights of the year.



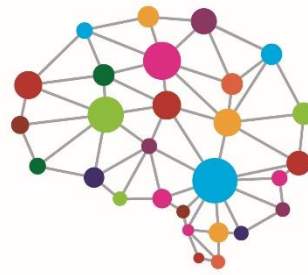
I am immensely grateful to all those who have worked to establish this important arm of our work so quickly and then take such a variety of promising projects forward. We know that violence can be prevented by combining knowledge, experience and multi-disciplinary skills to tackle the root causes. By intervening at the earliest opportunity, we are giving young people a choice about their future and an opportunity to change their path.

The VRN embodies many of the tenets of my original Police and Crime Plan: Prevention, Partnership and Protection. I truly believe that given the time and investment necessary, it will deliver sustainable and long-lasting change.



## Achievements in 2019/20

- Successfully applied for a Home Office grant for £880,000, to establish Leicestershire's Violence Reduction Network (VRN) in August 2019, designed to reduce and prevent serious violence by tackling the root causes.
- Confirmation of second year funding of £880,000 in January 2020, thus securing this valuable asset until March 2021.
- Establishment of the Violence Intervention Project (VIP), a new service delivered by Turning Point, supporting young people who are treated for assault injuries, including stab wounds in the Emergency Department of the Leicester Royal Infirmary
- A range of community engagement activity including a grants round aimed at grassroots community groups – preventing violence through mentoring and support to young people at risk.
- Multi-agency training around Adverse Childhood Experiences and Trauma Informed Practice
- A review of Engage, the young adults' team, to reach even more young adults on the cusp of offending
- The delivery of a street mediation service provided by E2 in priority neighbourhoods to divert children and young people into purposeful activity
- Mobilisation to bring the successful Mentors in Violence Prevention programme to secondary schools across Leicester, Leicestershire and Rutland
- A film focussing on Child Criminal Exploitation
- Leicestershire's first Strategic Needs Assessment on serious violence and a Response Strategy
- A series of Network events held with partners to raise awareness of the VRN's purpose



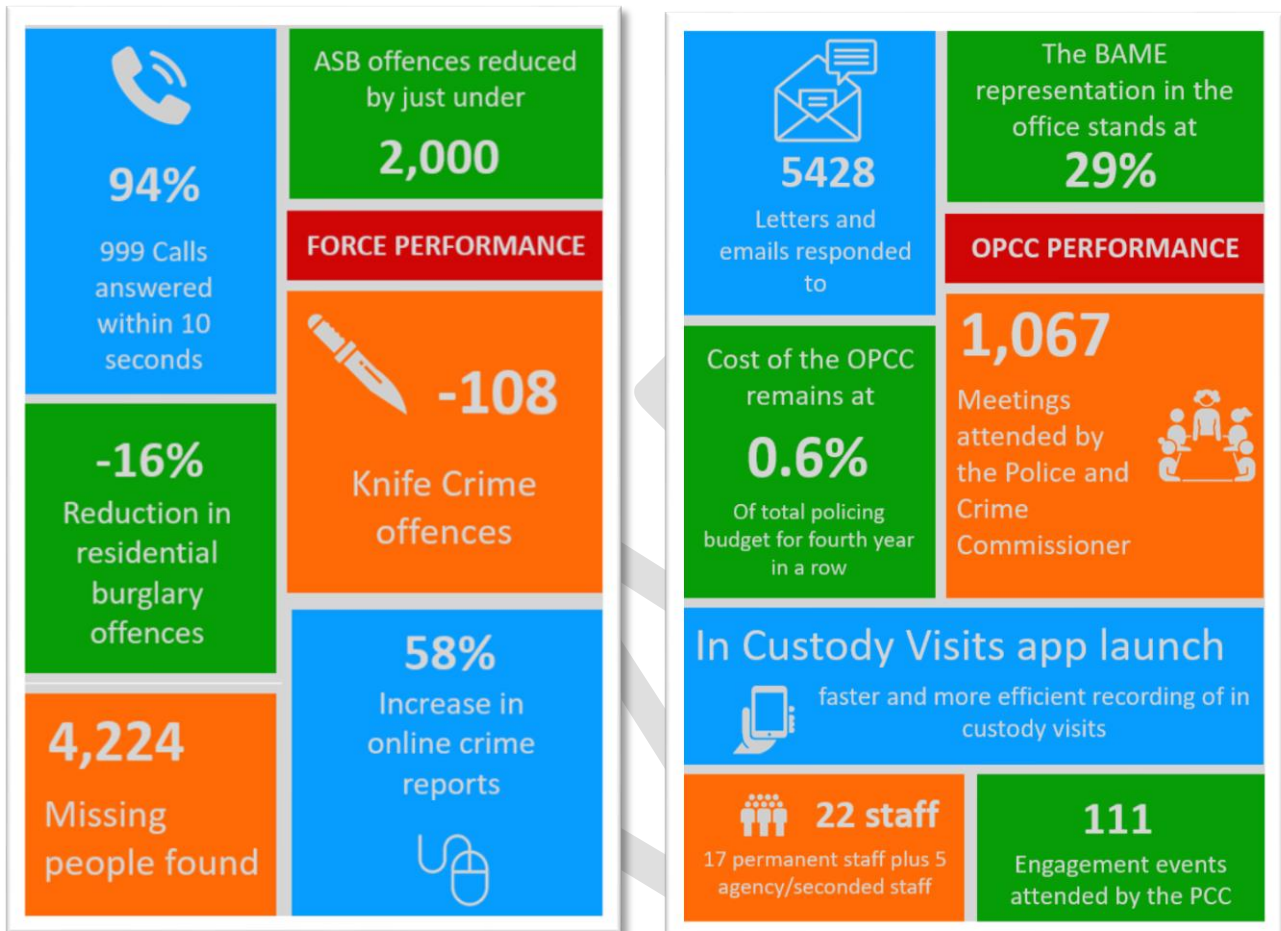
Violence  
Reduction  
Network





## OVERSIGHT AND GOVERNANCE

During 2019/20 I have continued to meet both my statutory duties and the objectives set out in the Police and Crime Plan 2017- 2021. My office comprises a relatively small team of staff. A staffing structure and overview of roles and responsibilities can be found on my website.



- My own work and that of my team has been scrutinised and at times, challenged, by the Police and Crime Panel at our bi-monthly public meetings.
- I have consistently held the Chief Constable to account for his leadership of the force and the delivery of an efficient and effective police service through regular one-to-one meetings, while members of my office attend key Force performance meetings and delivery groups.
- I personally attend the Force's strategic board meetings where discussions take place on performance, recruitment, retention and progression, fairness and equality and workforce development. I also meet regularly with the local Police Federation and UNISON to gain a wider view of the issues facing officers and staff.

- The Joint Audit, Risk and Assurance Panel (JARAP) is an independent body of five members, which meets in public. Its purpose is to seek assurance over the adequacy of the following:
  - The risk management and the internal control framework operated by the PCC and Chief Constable
  - The effectiveness of police/PCC governance arrangements
  - The appointment and quality of the work of internal and external auditors re their assurance of risk management, internal controls and the annual accounts
  - Financial and non-financial performance in relation to risk and value for money
  - The financial reporting process.
- Further scrutiny is provided by my Ethics, Integrity and Complaints Committee which brings a totally independent view of ethical issues with unfettered access to all business areas of the force.
- In addition, the new Complaints Legislation has been introduced and the post of Reviews Officer has been incorporated into the OPCC. Since the change of legislation on 1 February to 31 March 2020, three reviews had been received.

#### **The Office of the Police and Crime Commissioner also:**

- Awarded funding to 37 projects designed to address crime and reduce harm;
- Approved local community grants totalling £376,114;
- Successfully applied for £1.46m of additional funding.
- Social media Twitter – 6000 followers, Facebook – 400 plus followers and a reach of around 29,000
- Handled 15 Freedom of Information Requests,
- Received 441 invitations to events of which 119 were accepted
- Issued two community newsletters, 50 speeches, and over 80 media statements.

#### **Independent Custody Visiting**

All PCCs have a statutory responsibility to have an Independent Custody Visiting Scheme in place. Independent Custody Visitors (ICVs), volunteer members of the local community, pay unannounced weekly visits to the force's main custody centres at Beaumont Leys, Keyham Lane and Euston Street to monitor the standard of facilities and the wellbeing of the detainees.

During 2019/20:

- 140 custody visits were made with 1,026 detainees were in police cells at the time of custody visits, out of 13,168 persons detained during the year.

- The Scheme has a Gold Award for Quality Assurance by the Independent Custody Visiting Association (ICVA)
- Electronic reporting has successfully been implemented
- Despite the numerous challenges brought by Covid-19, our ICV volunteers continued to carry out their vital work during the early weeks of the pandemic.

## The Strategic Policing Requirement

The Strategic Policing Requirement (SPR) requires police forces to provide support to other police areas at times of urgent demand e.g. a terrorist incident, which a single police service could not deal with on its own.

Last year Leicestershire Police assisted other forces over 100 times, in roles ranging from Firearms, Disaster Victim Identification through to Family Liaison officers and officers assisting in 'normal' policing roles.

## Collaboration

The East Midlands Collaboration Programme consists of:

- The five-force East Midlands Special Operations Unit
- The five-force East Midlands Criminal Justice Board (EMCJB)
- The five force East Midlands Collaboration Human Resources Services - Occupational Health Unit
- The four-force Human Resources, Learning and Development collaboration between Leicestershire, Derbyshire, Northamptonshire and Nottinghamshire.

## East Midlands Special Operations Unit (EMSOU)

**Major Crime teams** have investigated nine homicides, including:

- A fatal headlock restraint which resulted in a life sentence for the suspect.
- A man who stabbed his ex-partner to death was given a life sentence. Another man was sentenced for helping him to evade authorities.
- A woman was received a life-sentence for murdering her new-born baby.

## Regional Review Unit:

- Completed 28 reviews, has 18 ongoing reviews and 15 undetected historical homicides which remain open

**Serious and Organised Crime teams** have:

- Seized 3kg of heroin, 5kg of cocaine, and 26kg of cannabis, with 70 offenders convicted and sentences of 318 years

**Forensics:**

- 4,378 occurrences attended by Crime Scene Investigators, 1,037 DNA occurrences with a DNA recovery, 574 fingerprint identifications, including a murder suspect.

**Counter Terrorism Policing East Midlands:**

- Regionally, there were 14 arrests, 3,827 people reached by Counter Terrorism Security Advisors and 27 ongoing investigations at the end of the financial year.

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## USEFUL CONTACTS

### Leicestershire Police

In an emergency always call 999

If you are Deaf, deafened, deafblind, hard of hearing or speech impaired, text **999**

In a non-emergency situation, call 101 or visit the force website to use the online crime reporting facility <https://leics.police.uk/report-online>

If you are Deaf or hard of hearing send a text message to 07624 818 901

### Useful Numbers

Anti-Terrorist Hotline - 0800 789 321

Call the UK Anti-Terrorism Hotline on if you've seen or heard something that you think could suggest terrorist activity.

Crimestoppers - 0800 555 111

<https://crimestoppers-uk.org/>

Contact Crimestoppers to anonymously report a crime or suspicious behaviour.

Action Fraud - 0300 123 2040

<http://www.actionfraud.police.uk/>

Contact Action Fraud to report fraud and cyber-crime.

Victim First - 0800 953 95 95

<http://victimfirst.org/>

Contact Victim First for information and support for anyone affected by crime.

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