

# POLICE AND CRIME COMMISSIONER FOR LEICESTERSHIRE

## POLICE AND CRIME PANEL

Report of	CHIEF CONSTABLE & POLICE AND CRIME COMMISSIONER
Subject	POLICE AND CRIME PLAN 2017-21
Date	THURSDAY 25 MARCH 2021 – 13:00 HRS
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### Purpose of Report

1. The purpose of this report is to highlight the progress made by the police and OPCC towards the Police and Crime Plan 2017-20 with a specific focus on the five “V”s:
  - Viable Partnerships
  - Visible Policing
  - Victim Services
  - Vulnerability Protection
  - Value for Money
2. The report identifies progress that is drawn from activity delivered by the police and OPCC but also delivered through the partnership work engaged in by both organisations. The format for each of the Vs focusses initially on the strategic intentions and successes of the PCC, followed by the detailed analysis of police contributions and a summary of the indicators of successful outcomes.

### Recommendation

3. The Police and Crime Panel is asked to note the contents of this report.

### Background

4. **Viable Partnerships** - *“Viable Partnerships sought to enhance the network of partners with whom my office and I engage to capture the views of more individuals and local groups. This will give me a broader and more representative range of opinions. Facilitate more opportunities for disengaged and disadvantaged groups to engage with the Office of the Police and Crime Commissioner (OPCC). Provide a commitment from myself and my office to work productively, openly and transparently with LLR Local Authorities alongside the Community Safety Partnerships, Health Services and Fire and Rescue and the Police. Provide opportunities for all partners to be shaping the future of ‘policing’ across LLR”.*
5. Partnership is at the heart of the PCC’s plan and all of his major initiatives throughout the duration of the plan have been partnership led. For instance nearly all of his funding commitments are co-commissioned with other local commissioning bodies, including services to address domestic abuse, substance misuse, integrated offender

management and suicide prevention. On top of this the PCC continues to fund all of the community safety partnerships across the region, in contrast to the reductions introduced within most other PCC areas.

6. The PCC chairs the Strategic Partnership Board (SPB), which brings together all of the major public services across the region with a specific focus on delivering reductions in harmful behaviour. The work of SPB is enabled through a network of sub-groups, which are referred to in more detail below.
7. The PCC also leads the East Midlands Criminal Justice Board (EMCJB) which enables him to provide leadership for the criminal justice system (CJS) as a whole. The EMCJB has a challenging agenda to modernise the processes operating across the system, to maximise the role of victims and witnesses throughout the system and to ensure reductions in re-offending. In relation to the latter, the PCC has recently established a regional re-offending reduction board in collaboration with the probation service. The most challenging current issue facing the CJS is the impact of COVID, which has negatively impacted the throughput of cases within the CJS. To address this the PCC has developed a multi-agency COVID recovery plan aimed at increasing and modernising the capacity of the system, particularly in relation to court sentencing.
8. Along with his colleague PCCs, the PCC jointly chairs the body overseeing the collaboration of police services across the East Midlands. These are partnerships with other PCCs and police services that offer enhanced protection to our communities by operating across geographical boundaries, deploying specialist equipment and techniques beyond the reach of individual police services and/or achieving savings by operating at a larger scale.
9. The Force has successfully supported partnerships through the Chief Constable's participation in the Strategic Partnership Board (SPB) Executive, which is chaired by the PCC. The SPB successfully reduced bureaucracy through the reframing of governance structures and establishing the Strategic Information Management Group, Vulnerability Executive (chaired by ACC Sandall), Strategic Offender Management and MAPP Board and finally the People and Place Board, which is being replaced by a realignment with the Senior Officer Group. The SPB strengthened links between boards and Community Safety Partnerships by ensuring regular meeting structures with elected representatives and Community Safety Managers, enabling issues and themes to be shared.
10. ACC Debenham joined the Senior Officer Group, which includes representatives from the OPCC and now includes Leicester City and Rutland's community safety teams which allows for one location to share good practice, develop approaches to threats and provide consistent approaches.
11. The People and Place/Prevention Board has successfully developed People Zones currently in designated areas of Coalville, Leicester and Loughborough which were highlighted as areas with significant demands and community networks, ensuring there is sufficient local resilience within key locations and appropriate multiagency collaboration to deal with locally identified issues.
12. The Head of Corporate Communications, LPD senior leaders, NPA Commanders and a cross section of stakeholders from around the Force attend a monthly Communications and Engagement meeting. This meeting seeks to increase public confidence through setting the direction for community consultation, to inform, advise and evaluate Force level campaigns and to improve the quality of public messaging ensuring they are professional and coordinated. This has created a consistent approach to

communicating with partners and the public across the LLR and has greatly expanded the reach of police e.g. through Neighbourhood Link, which now has 25,000 participants, and similar channels.

13. A community safety agreement developed by Leicestershire County Council and districts has been expanded to include Leicester City and Rutland's plans showing clearly on one page the links to the PCC Plans, Police Strategic Priorities and emerging national themes.
14. A Neighbourhood Policing Board was formed to provide strategic oversight and direction for Neighbourhood Policing and problem solving, further demonstrating the Force commitment to ensuring that Neighbourhood Policing is strengthened. The Force also produced a 'Leicestershire Neighbourhood Policing Practitioners Guide' which takes strategy and translates it into role relevant activity which sets clear expectations for NPA staff and includes "live" calendar that covers prioritisation for local threats and is informed by community engagement.
15. The introduction of a new Target Operating Model in March 2020 was designed to enhance neighbourhood policing and has resulted in more police officers and PCSOs operating from local areas and being more directly connected with local communities. This has been reinforced by the PCC's funding of additional police officers in each year of his term.
16. The Force has provided 242,914 hours of time through Special Constables, which is an average over 48,000 hours a year.
17. Investment into the Police Cadets has seen a growth with an increase of 30% more Cadets to date than in 2017, which equates to a current total of 294 in February 2021.
18. Police Volunteers have also expanded with an increase to 273 volunteers in February 2021, the highest since 2017 and representing a growth of 14%. Volunteers have contributed 71,576 hours supporting the Force since 2017.
19. 2020 saw a once in a generation international pandemic sweep around the world. The Force took an active role in the response to Covid-19 through the Local Resilience Forum Executive, chaired by the Chief Constable who also supports the LRF national forum. The Deputy Chief Constable took the role of strategic co-ordinating chair and the Assistant Chief Constables have been active members of the SCGs and various recovery groups throughout the duration. This has been in addition to working in partnership to response to Brexit and winter planning.
20. **Visible Policing** - *"Visible Policing sought to maintain and if possible increase resources for local Neighbourhood Policing Teams. Focus on crime prevention to reduce the number of people needing to use reactive police services or entering the Criminal Justice System (CJS). Develop new channels via the internet and other information technologies to enable easy and timely access to police services for as many people as possible. Ensure there are new and innovative ways for the public to provide information relating to crime and public safety and that the views of the public continue to be sought and reflected in the development of these new services"*.
21. The PCC's strong belief in community based policing emphasises the importance of visibility. The underlying assumption within the plan is that visibility will be perceived by the public as the ease of access to a policing resource. In modern times this encompasses access to a policing resource via digital channels such as social media,

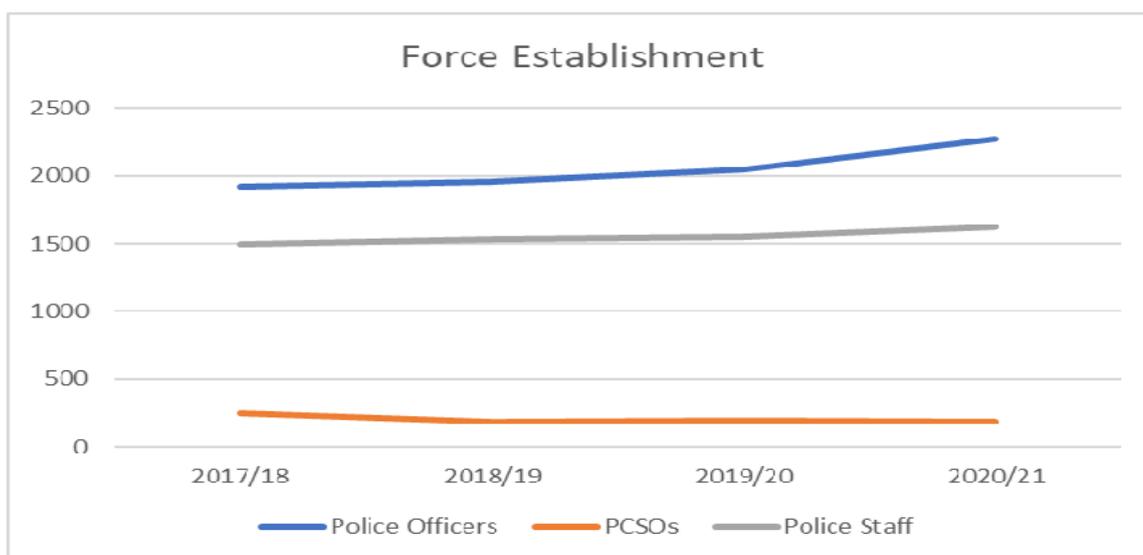
as much as it does to direct physical access. It also includes access to information relevant to policing.

22. In line with this expectation the PCC conducts his own role in a highly visible manner. Throughout his term he has embarked on public facing engagement on a regular basis. These have included regular "What Matters to You" events wherein the PCC and the Chief Constable meet with members of the public in high footfall areas of LLR. On top of this the PCC engages with local communities directly through regular, highly visible patchwalks, which have been scheduled to cover as many districts of LLR as possible. These are highly informal engagement opportunities that have generated lots of interaction with members of the public and local representatives. They have included events responding to specific incidents, such as the patchwalk conducted following events in a local traveller site. In addition the PCC has completed numerous other public meetings and engagements ranging from meeting in local community centres to presentations to local academic bodies. The frequency of these interactions has been reported on since the development of the OPCC Performance Report.
23. Obviously COVID has impacted on the PCC's ability to conduct direct face to face events and the digital platforms within the OPCC needed adapting to accommodate the option for digital engagement. These have now been put in place through Microsoft Teams events and Facebook Live and have received significant audiences and positive feedback.
24. Visibility comes in many forms, from proactive targeted patrols, neighbourhood patrols and consultations along with visibility on alternative platforms such as social media and the internet. The Force has implemented many significant changes and implemented innovative technological improvements to support Visible Policing.
25. All frontline Police Officers now have Body Worn Video (BWV) personally issued. BWVs have been enhanced through the implementation of the Digital Evidence Management System (DEMS) which efficiently enables officers to produce evidential footage.
26. The creation of a Drone Unit has led to a reduction in the reliance and use of NPAS. Importantly the 24/7 drone deployment capability enables large area searches to be progressed quickly with reduced officer abstractions from core roles in the neighbourhood.
27. Frontline officers have been issued with agile technology which maximises their time in communities and allows for prompt investigations, evidence recovery and appropriate outcomes. This has come through the issuing of hardware such as laptops, blackberries and suitably equipped vehicles complimented by the introduction of new software such as Pronto, Niche, Office 365, Teams and Evidence Works Client.
28. The Force website has been updated and not only gives a wide range of information to help the public resolve their queries, it offers direct incident and crime reporting. The public are able to contact us and report crime via direct email and through social media platforms Facebook and Twitter. The introduction of the Single Online Home platform has allowed for consistent and resilient online reporting of crime, ASB and Covid-19 related incidents. Self-service functionality direct to a department or individual has stabilised 23% of the incoming call volume, enabling the public to reach the service they need via a more direct route. A digital desk has been created in CMD to manage online demand and the digital hub has been created for assisting in dealing with online crime and improved digital investigation techniques.

29. The Force has upgraded 'Neighbourhood Link' software to the latest version and invested significant time in promoting its use. Neighbourhood Link enables officers and staff to target and share key information linked to local concerns, disseminate crime prevention advice, advertise Force campaigns, produce witness/CCTV appeals and conduct local engagement events. Additionally, it allows the Force to conduct bespoke targeted surveys based. The associated use of Mosaic and Origins data has allowed the Force a level of detailed mapping to understand what communities live where, how they are most likely to interact with us and where we have gaps in our coverage. This investment has seen a significant growth in users which is now up to 25,000 across the LLR.
30. Recognising the rural expanse and associated challenges of visible policing across many areas in the LLR the Force has also invested and improved upon Rural Policing through the creation of a Rural Crime Delivery Team, delivered Rural Watch events, adapted Rural Crime workshops, trained Heritage Crime volunteers and proactively policed hunting events and associated criminality through Operation Blackthorn.
31. The Force has established a Communications and Engagement Directorate, which has:
- Introduced a new "show not tell" approach to increase social media engagement;
  - Restructured social media accounts to strengthen accountability/impact;
  - Launched an "inside out" approach to internal communications;
  - Adapted media work to show more of Leicestershire "behind the scenes";
  - Rolled out a revised communications training programme to improve quality, consistency and impact, in particular through social media;
  - Devised and updated multi-media campaigns with new evaluation, prioritisation and measurements;
  - Brought in new ways to connect with specific audiences, e.g. Facebook Live and targeted paid-for content;
  - Procured a new media monitoring and targeting platform to evaluate more effectively the impact, reach and visibility of media services work;
  - Recruited a digital marketer and a recruitment marketer for providing enhanced commercial acumen and experience in our campaigns;
  - Developed an on-line community focussed hate survey to understand local barriers to reporting; and
  - Reached over 333.4 million people through a varied communications strategy and investment in technological solutions.
32. Identifying that being more accessible means greater visibility, the Force has:
- Appointed an Autism SPOC;
  - Trained Dementia Friends and promoted the Herbert Protocol;
  - Completed disability access audits, ensuring all public spaces are fully accessible;
  - All front office enquiry desks now have a customer care kit;
  - Provision of key messages in easy read formats and multi-lingual;
  - Translation services both face to face and telephone;
  - Upgraded the Force website to be more accessible with colour contrasts, magnification and speech software;
  - Delivered a disability communication and awareness campaigns for officers; and
  - Improved accessibility services in custody through expanding diverse reading material, providing autism awareness literature, multi-lingual leaflets and translation services.

33. Visibility has also come through growth in numbers. As evidenced in the chart below, the Force has grown in both police officers and members of staff since 2017:

	Headcount	
	2017	2021
<b>Officers</b>	1,919	2,271 (+18%)
<b>PCSO</b>	249	188 (-24%)
<b>Staff</b>	1,499	1,623 (+8)
<b>Total</b>	3,667	4,082 (+11%)



34. The PCSO numbers are increasing through an active recruitment drive after many have successfully progressed to becoming officers.

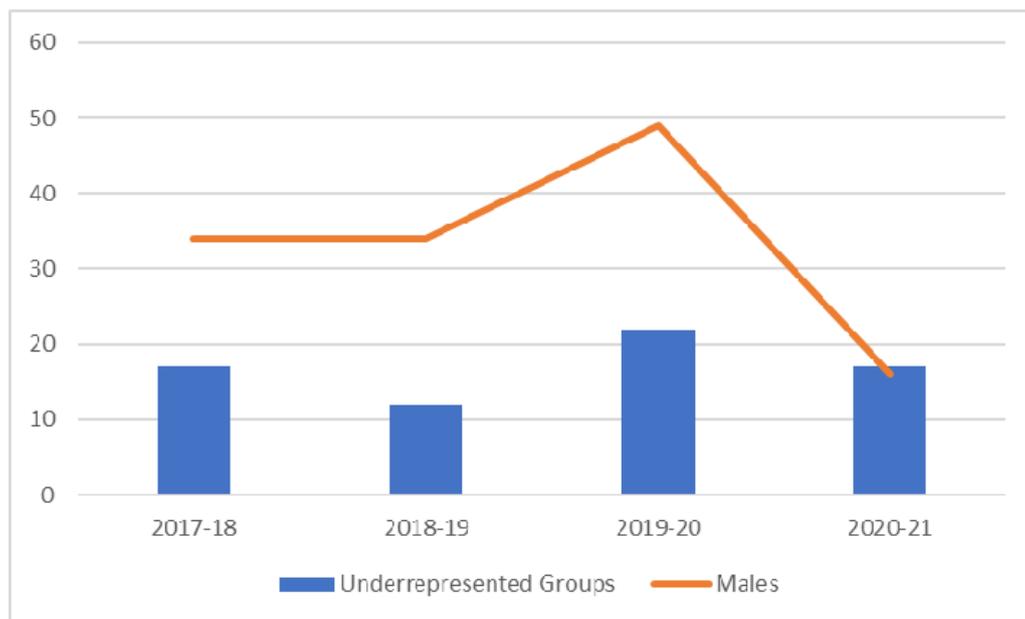
35. The growth in officers has been intertwined with the launch of a new Target Operating Model resulting in extra officers deployed into various teams across the Force including sixty additional response officers, eight additional Designated Neighbourhood Officers, twelve additional locally based Detectives, thirty-nine more Sergeants and an additional Neighbourhood Inspector.

36. Diversity representation across resources, roles and seniority has been central to workforce planning. The Force has taken a multi-faceted approach through engagement, recruitment, development, support and retention which has resulted in:

- The Police Constable Degree Apprenticeship (PCDA) scheme within the Team Leicestershire Academy funding the `Future Inclusive Leicester Leaders` Cadet bursary to support people from under-represented groups/socio-economic backgrounds to continue their studies and to meet the entry requirements for PCDA;
- Partnering of HR and Equality Unit to support positive action recruitment marketing;
- Targeted recruitment campaigns in underrepresented areas and supporting candidates through the creation of recruitment workshops;

- Supporting eight active internal networks through unified governance structures;
- Establishing the Positive Action Programme for BAME groups;
- Introduced Faith Forums and Police Pairings within the community;
- Established Courageous Conversation forums;
- Holding inclusive KIT day events;
- Appointment of a Continuous Improvement Officer to look at issues associated with lower confidence level linked with the black community;
- Appointment of a second Positive Action Officer post which will actively increase engagement to champion Leicestershire Police as a career choice for BAME candidates;
- Appointment of dyslexia assessors; and
- Unconscious bias training has become compulsory for PSD investigators, HR, grievance handlers and the job evaluation panel.

37. Between 2017 and 2021 the positive, determined and committed work to improve the breadth of diversity across the Force has resulted in a consistent average of over fifty percent of new police officer and PCSO recruits coming from underrepresented groups. This is found to be even higher when it comes to police staff. But recruitment has not been the only focus, so has the support, nurturing and development of diverse talent, which has resulted in the closing of the gap for underrepresented groups for police officer promotions across all ranks between 2017 and 2020:



38. Measuring the impact of visibility is a difficult task, but the most effective measure is probably the satisfaction rates that are reported on in the police performance report before the Panel today. Each of the satisfaction rates has seen an increase over the most recent quarter and satisfaction levels have been improving ever since the new target operating model was introduced.

39. The PCC also conducts surveys to get the views of the public on issues such as visibility. The latest survey was conducted in collaboration with all the community safety partnerships and attracted around 3,500 responses. Clearly this was not a representative sample and probably attracted disproportionately high responses from those individuals with specific issues. Nevertheless it does highlight a large majority

expressing satisfaction with the police, but with some issues to address in specific communities surrounding visibility, all of which will be followed up.

**Victim Services** - *“Victim Services sought to prioritise a Victims Strategy to give further improved services, increasing satisfaction and demonstrating my commitment to this area of work. Review victim’s services to ensure they receive the best possible service, through robust mechanisms focused on the individual. An integral element of this review will include feedback from victims on the service they have received thereby providing a benchmark for future levels of satisfaction. Work more closely with victim groups and individuals to ensure I capture their experiences and understanding when commissioning services. Ensure that support for victims is incorporated into our core business as an integral part of our delivery and not a standalone item. Ensure that the diverse nature of victims is supported by the service in place including the young, the old and all the diverse groups in LLR”.*

40. The commitment to victims’ services is clearly a central plank of the Police and Crime Plan. As the commissioner of the generic victims’ services, branded Victim First, the PCC has enhanced the service in a number of ways over the past four years. This has included the complete re-specification and recommissioning of the service informed by the latest research on effective services for victims and from feedback provided by local service users. The service improvements achieved through re-specification have included:
  - a. A presence within each neighbourhood policing area
  - b. Specialist provision for child victims
  - c. Secure webchat provision via an enhanced website
41. As mentioned in the viable partnership section, the PCC is working on a regional basis to improve CJS services generally. This includes regional initiatives that focus on victims and witnesses. One aspect of the regional improvement is to implement an enhanced Victims’ Code of Practice (VCOP) that the regional board oversees progress against. This work is still in progress and the enhanced VCOP is still being implemented, but the drive being led by the regional board is improving levels of compliance across all participating agencies.
42. In addition to this the regional board also oversees a workstream entitled Better Case Management, which establishes enhanced expectations for how victims and witnesses are supported throughout the court process, particularly ensuring their safety within the court setting and pre-trial familiarisation with court processes. The Better Case Management workstream is on track and meeting required milestones.
43. Finally the impact of COVID on victims and witnesses has been considerable and is likely to be felt for some time to come. At the present time we have not seen any significant spike in incidents of domestic abuse for instance, but the PCC has taken early action to anticipate likely victims’ pressures by funding £200,000 work of additional services, particularly around domestic abuse and support for individuals seeking refuge. These services were generated at very short notice at the very start of the pandemic. More recently the PCC has funded a further £200,000 worth of grants, from an application to the Ministry of Justice to sustain local services supporting victims of sexual violence and domestic abuse.
44. The Force has continually improved victim satisfaction and learnt from feedback. This is evidenced in the following table, which highlights improvements made across all areas since 2017:

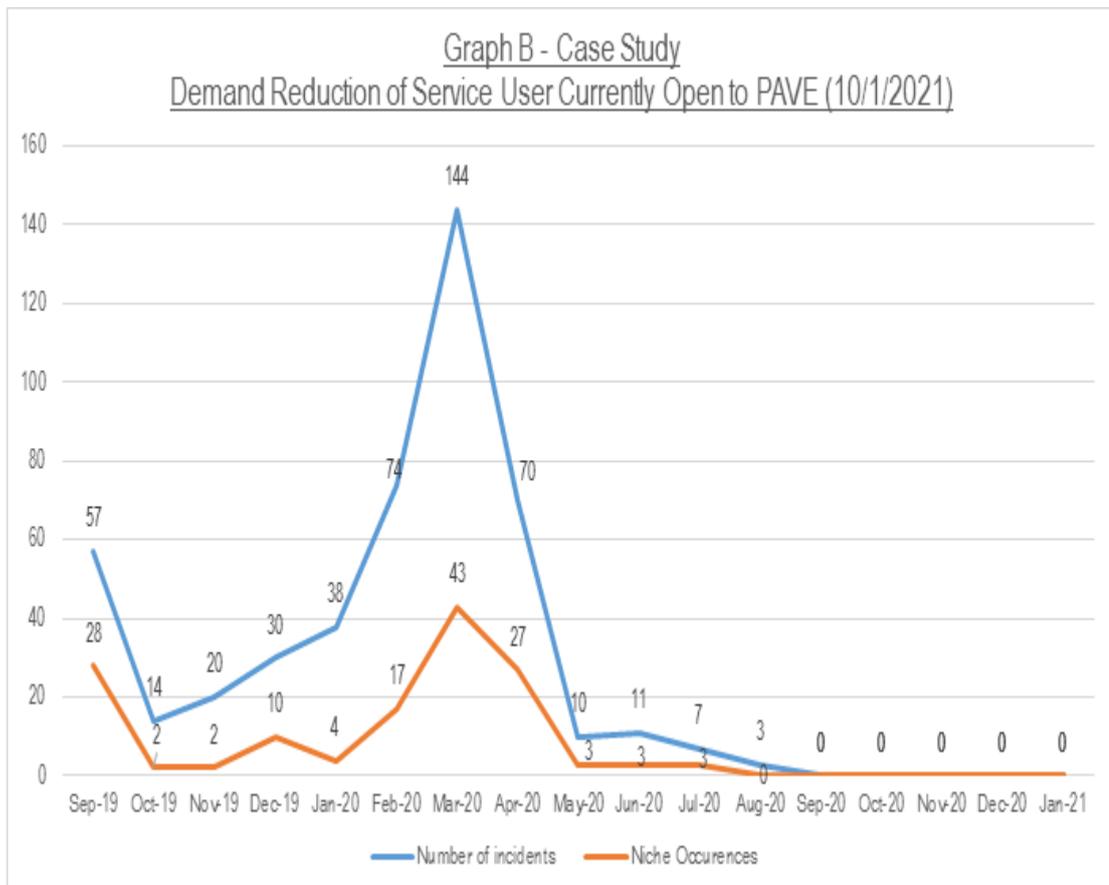
	Nov 16 – Jan 17	Nov 20 – Jan 21	+ / -
<b>All Users</b>	80.3%	88.0%	<b>+7.7%</b>
<b>Burglary</b>	82.8%	92.6%	<b>+9.8%</b>
<b>Violent Crime</b>	77.8%	83.3%	<b>+5.5%</b>
<b>ASB</b>	72.4%	78.1%	<b>+5.7%</b>
<b>Hate Crime</b>	60.0%	81.8%	<b>+21.8%</b>

45. Victim satisfaction is inherently connected to compliance with the Victim Code of Practice, which the Force has seen embedded in Niche and supported through the delivery of regular focussed training to frontline staff. Effective compliance monitoring measures have been recently introduced and will soon enable the Force to accurately produce usable data to continue adherence to the Code and support victims.
46. Vulnerable Victims and Modern Slavery training has evolved and improved across the Force, with officers now submitting more notifications through the National Referral Mechanism than ever before. This is particularly significant when supporting victims committing crime through compulsion and affording them earlier identification and protection during the Criminal Justice journey.
47. The Juniper Lodge Sexual Assault Referral Centre (SARC) has seen continual investment from the Force. A new forensic medical provider has resulted in a nurse led model that focusses on victim welfare alongside evidence recovery. Crisis Workers have also expanded their capability for victims and now give a 24/7 cover. The SARC and Signal Department have also routinely undertaken campaigns to support victims and encourage reporting.
48. Anti-Social Behaviour (ASB) has been targeted by the Force through the development of an ASB “What Works” website offering signposting, advice and diversion projects. There has been the establishment of an ASB lead within the Crown Prosecution Service to improve Criminal Justice outcomes. Young persons have also been reached through a new officer and youth worker toolkit offering training packages, videos and support notes.
49. The Force has implemented measures to screen non-attended incidents for hate offences, repeated victims and to identify vulnerabilities. Supported through onward referrals and close partnership working, ensuring callers are not left without the help they need.
50. The Force has supported the Victim First service to improve technology and implement a web site that provides web chat and assistance features to improve the service to victims through their preferred channel. This is complimented with the commissioning of Victim First services working in NPAs to forge links and improve service delivery. During inspection the HMICFRS has stated that *“the force offers a good service to victims and prioritises their needs”*.
51. In terms of the impact that these measures have had on the lives of victims within LLR, the easiest way to measure this is via the performance of Victim First. The new contract with Victim First has been operating since August 2018 and this was clearly an enhanced level of service compared to the previous contract. At this point in time Victim First’s level of compliance with contractual requirements is excellent, as demonstrated below by victim outcome figures for the 2020 calendar year:

- a. 100% of victims felt that the support they received helped them to better cope with the situation and move forward in their life.
  - b. 99% felt the support they received improved their health and wellbeing
  - c. 99% felt the support they received increased their feelings of safety
52. **Vulnerability Protection** - *“Vulnerability Protection sought to work closely with partners to offer an appropriate service to vulnerable members of society supported by a range of contact channels. Continue and further develop work to encourage better understanding of ‘hidden crime’ with a view to the reporting of this crime becoming less suppressed. Provide a commitment to work with the Chief Constable to tackle knife crime. Adopt a zero-tolerance approach to the supply of Class A drugs across the whole area. Work closely with Health Partners to ensure that the challenges of turning the Crisis Care Concordat into an operational reality are fully met. Develop and improve the ‘101’ non-emergency telephone contact number to act as a gateway to better and wider ranging advice services”.*
53. As is demonstrated below, Leicestershire Police has really grasped the expectations in the Police and Crime Plan surrounding vulnerable people and has delivered a number of changes to enhance the protection of the vulnerable. The PCC’s role has primarily been focussed on developing and implementing strategy, building partnerships and funding initiatives to enhance protection and build resilience to harm. The following examples highlight the effectiveness of this approach.
54. As mentioned above, the PCC chairs the Strategic Partnership Board (SPB) whose remit is to prevent harmful behaviours that primarily threaten vulnerable individuals. It does by focussing on specific behaviours and developing improvements in the system wide management of the inter-agency services that address the specific behaviour. An example of how it does this can be seen in the work on missing children. SPB undertook an in depth analysis of the prevalence of incidents of missing children and the effectiveness of current services. It found that an excellent network of inter-agency services is in place to address missing episodes. But it also found that the existing services are focussed on responding to the issue once established, rather than preventing the issue arising in the first place. SPB Exec therefore generated proposals for the improvement of services to reduce prevalence over time, recognising the strong links that exist between missing episodes and instances of child sexual and criminal exploitation. The improvements are now being managed and monitored by the Vulnerability Executive.
55. SPB is currently working on a number of similar analyses focussing on specific harmful behaviours and addressing the longer term causes of those behaviours. For instance the next one scheduled for consideration at SPB Executive, focusses on harmful behaviours arising from substance misuse. Vulnerability protection is a theme within each and every analysis.
56. One of the risk factors underpinning every single one of the harmful behaviours is that of childhood trauma and SPB Executive has completed an in depth analysis of the underlying research on childhood trauma and LLR’s level of preparedness for addressing it. This has triggered the development of an interagency strategy to build a more system wide approach to childhood trauma, which will have long term benefits in reducing vulnerability.
57. One of the most significant areas of vulnerability surrounds mental ill health. The Police and Crime Plan recognises the connection between unresolved mental ill-health and crime. To address that the PCC commissioned the development of a Proactive Vulnerability Team (PAVE). PAVE focusses on police incidents with a mental health

connection and works with individuals to resolve the issues driving their personal distress. Each case is analysed to assess the volume of incidents pre and post intervention and demonstrates substantial reductions in crisis based demands for service. As well as helping to relieve personal distress this service also provides considerable reductions in cost, as measured by reduced volumes in service demand. For example the following case study highlights the benefits:

58. A service user who was assessed as untreatable from a mental health perspective, but drove high demand on emergency services, particularly around substance misuse and the police, was referred to PAVE in early 2020. The engagement with PAVE resulted in a reduction in his demand for services, but also significantly reduced crime in the local area. From September 2020 there have been no reported incidents by the individual and no known reports by other residents relating to the individual during this period and the service user is currently looking towards discharge.



59. The OPCC has also delivered the programme: Violence against Women and Girls, which sought to achieve a step change in the way services responded to risks of domestic abuse. The programme has been completed successfully and its legacy has changed the way in which agencies manage vulnerability around domestic abuse. For example the Multi-Agency Risk Assessment Conference (MARAC) has moved from a monthly to a daily arrangement and, with funding from the PCC, now provides an instant response to situations of domestic vulnerability. In relation to this the PCC has continued to sponsor Operation Encompass to ensure that schoolchildren are protected from the impact of domestic abuse by ensuring information sharing between criminal justice agencies and schools, which then provide an appropriately sensitive response to distressed children.

60. The Police and Crime Plan recognised the complexity of vulnerability and the need to provide a simple multi-agency response at times of crisis. In the initial stages this was configured as the creation of a unified 101 service comprising a multi-agency response to non-emergency calls. Such a service could not be established on the existing single agency national platforms for responding to callers in distress. However, the overlap of most significance lies at the interface between mental health and police response services. In relation to that the local mental health provider, Leicestershire Partnership Trust (LPT), has now established the Central Access Point for all calls relating to mental health distress and this has achieved the same outcome: calls for service to the police can now be redirected to an appropriate mental health resource, with the backup of a newly established Urgent Care Centre to support individuals needing immediate attention, as well as enhanced arrangements for individuals needing a place of safety. This has been supported by Leicestershire Police's Most Appropriate Agency Programme as well as by police and OPCC engagement in the Mental Health Partnership Board and by direct engagement between police/OPCC and LPT to ensure the effectiveness of the arrangements.
61. The HMICFRS has assessed the Force as "Good" at protecting vulnerable people. The Inspectorate has stated that the Force *"has strong relationships with other organisations working with those in need and a well-established training programme"*.
62. The Force has established the Violent Complex Crime Unit (VCCU) to align the investigation and preventative developments and interventions. This has seen commitments to reducing knife related crime by partnership working and diversionary support. Examples such as the #livesnotknives campaign, the Slice of Reality campaign and the interactive Knife Crime area at Warning Zones. Embedding and developing the PEER educator scheme within Knife Crime Prevention has also been completed.
63. The Force has delivered the CARA (Conditional Cautions and Relationship Abuse) programme which aims to challenge perpetrators' domestic abuse behaviour and seeks to change behavioural attitudes through utilising this outcome to support Community Resolutions and help those who need it. To date there have been over one hundred referrals to CARA.
64. The Force has led on regional changes to the Domestic Violence Protection Notice (DVPN) process through the creation of a more streamlined application process, increased training and the production of new guidance. Since launch of the new improvements the Force has seen an average increase in the number of DVPNs issued per month by 53%, safeguarding more victims of domestic abuse than before and supporting partner agencies the opportunity to engage and prevent further abuse.
65. The hate crime perpetrator programme has been launched for those dealt with by the Force by community resolution.
66. A multi-agency IOM/MOSOVO prison tracking team has gone live, monitoring and interacting with offenders and undertaking the preparation of prison release plans for the onward management of offenders. Engagement work with the Probation Service and local partners has allowed for improved management of risk to victims, restorative measures to be progressed, rehabilitation of offenders and reductions in future victims.
67. The Mental Health Triage car proactively attends incidents and works with the PAVE Team to undertake a problem-solving approach to mental health incidents.

68. A Child Criminal Exploitation team has been formed, consisting of a combination of Police, Social Services and Healthcare specialists. The team focusses on extremely vulnerable children who are being coerced, exploited, controlled, manipulated or deceived into criminality and they undertake a multi-agency approach to intervene and support the child whilst enforcing against the perpetrators. There have been over 35,000 Vulnerable children identified and safeguarded by a partnership approach through the Child Referral Team since 2017.
69. County Lines criminality has been targeted through enhanced training by the Modern Slavery and Human Trafficking Regional Co-ordinator to staff involved in enforcement, prevention and diversion (EMSOU, FIB, NPA & PRT). County Lines disruption has also been successful through Operation Lionheart, which saw 116 arrests, 48 individuals sent to prison serving a combined total of over 130 years. 31 individuals received suspended sentences, 47 people were safeguarded through safeguarding referrals, 6 youths received referral orders and 455 positive outcomes were achieved.
70. 'LLR Modern Slavery Action Group' has been formed to share tactical information, training/awareness to act together.
71. The Force has gone to great lengths to expose hidden crime and ensure recording processes are compliant with the National Crime Recording Standards. This has resulted in more victims being identified, safeguarded and provided with access to Victim First. The Force has achieved this by:
  - Creating a crime bureau so more crime reports are recorded as soon as enough information exists to do so;
  - Introduced call-handling quality assurance processes that include checking compliance with the National Crime Recording Standards;
  - Created an incident review team to quality assure incidents and identify actions to address unrecorded crime reports;
  - Redefined the Crime Registrar responsibilities;
  - Increased the number of Designated Decision Makers (DDMs) and implemented a new review process for the previous 24 hours' non-crime domestic abuse and vulnerable victim reports, rape reports and incidents opened as a sexual offence to check for unrecorded reports of crime;
  - Set up a crime data integrity helpline so that officers and staff can call for real time advice; and
  - Introduced a crime data integrity delivery plan.
72. The Force introduced the first Force Management Statement and revised the Force planning cycle to ensure all departments have an enhanced focus on identifying and managing risk.
73. The Force has obtained its first Serious Crime Prevention Order (SCPO), issued by the Courts upon conviction its designed to provide long term disruption upon release for another, this is against a number of individuals of organised crime groups committing high value commercial burglaries.

74. Following the success of Kayleigh's love story the Force has led a collaboration with three other forces in making **Breck's Last Game**. The three-minute film tells the true story of how Surrey teenager Breck Bednar was groomed online through a gaming site run by an older youth, Lewis Daynes. It has now been viewed almost 1.7 million times around the world.
75. In November 2018 a short film produced by the Force about a fictional rape and has won a prestigious award from the Royal Television Society (RTS). The film, produced as part of the All is Not Lost campaign last year, received the Gold Award in the Best Production Craft category in the annual RTS awards. The film had also been shortlisted as a finalist in the Best Short film category. It also won a Silver award in the international Lovies awards.
76. The Lighthouse was officially opened in September 2018, providing a dedicated evidence centre for children who have been the victim or witnesses of crime.
77. Fraud Vulnerability Officer and Fraud Safeguarding PCSOs have been introduced and work with teams across the Force, in particular the Cyber Prevent and Cyber Protect officers in the Digital Hub, to proactively prevent fraud offences. They work in collaboration with a range of agencies and organisations to identify and safeguard potential victims.
78. Assessing long term impact of measures to address vulnerability is a difficult exercise. By its nature vulnerability is often hidden and therefore unreported. Therefore increased reporting is often an indication of enhanced effectiveness. Increased reporting has been particularly successful in the area of hate crime and in relation to stalking and harassment, which have seen substantial recent increases.
79. Effective outcomes can be identified most appropriately through the achievements of services commissioned by the OPCC. Two organisations specifically focussed on vulnerability are the UAVA services that address domestic abuse and the substance misuse service provided by Turning Point. The following performance measures from the latest available data provide an indication of achievements in the area of vulnerability.
- a. 84% of UAVA service users experiencing a reduction in domestic violence
  - b. 80% of UAVA service users experiencing reduced psychological distress
  - c. 79% of UAVA service users experiencing improved health and wellbeing
  - d. 38.7% of alcohol & non-opiate users (criminal justice cohort) completing treatment (national average 30.7%)
  - e. 41.6% of alcohol only users (criminal justice cohort) completing treatment (national average 37.1%)
  - f. 47.8% of non-opiate only users (criminal justice cohort) completing treatment (national average 34.2%)
  - g. 6.7% of opiate only users (criminal justice cohort) completing treatment (national average 3.1%)
80. **Value for Money** - *“Value for Money sought to be more responsive, reflecting changes in budget demand as issues arise. Provide support to groups and projects outside policing who have better knowledge and reach within our hard to reach and hard to engage communities. Focus on the most effective use of public funds whilst being cautious and challenging around private outsourcing proposals to ensure that my principles around added social value are adhered to. I am committed to protecting frontline policing. Revisit the Budget, Grants and Commissioning arrangements to*

*ensure greater effectiveness, clarity and simplicity in the way they operate. Have regard to the economic, social and environmental well-being of local communities and how this can be improved through procurement and the supply chain”.*

81. One of the key objectives of the Police and Crime Plan has been to build up policing resources to the levels they were pre-austerity. This has resulted in increases in police officer numbers in each of the PCC budgets to the extent that the PCC has now established a pipeline to pre-austerity levels of police officers. This has been achieved whilst maintaining levels of efficiency as is detailed below.
82. At the same time the PCC has reduced the proportionate spending of the overall budget on the OPCC which is now well under 3% from a starting level of around 4%. This has been achieved despite substantial increases in successful applications for external funding over the past three years from a starting point of around £100k to the current level of around £3.6m for 2021/22 – around three times more than the total cost of the office. All of the income generated through the OPCC is for the benefit of the whole community of LLR and is used to commission services to achieve the objectives of the Police and Crime Plan: none of it is for the benefit of the office. The detail of the funding generated by the OPCC was outlined in the budget report presented to the Panel in January 2021.
83. To date the Force has made over £37m in savings from back office, non-people costs.
84. The Force has adopted an Enterprise Architecture (EA) approach which links to other strategic planning activities for assessing and understanding, demand, capacity, capability and performance. EA results in better informed decisions regarding priorities and evaluate when and where to invest time, money and resources to match against key strategic priorities. A strategy on a page (SOAP) has been developed that links strategic objectives to business outcomes that are delivered by projects that identify the required technology to deliver the outcomes.
85. The Force has a greater number of officers per 1000 local population compared with the MSG. Based on frontline officers, the Force is ranked third nationally and first within its MSG for the number of crimes/outcomes per officer. The Force is also in the top ten nationally based on crimes where the suspect has been identified and positive action has been taken.
86. Over the last four years the Force has had an increase in crimes/outcomes per officer by 82% when comparing 2015/16 to 2018/19, which is considerably greater than the average increase nationally and within the most similar forces which have only seen increases of 49% and 55% respectively.
87. The Force has seen a 2% reduction in core grant funding since 2012, estimated by the National Audit Office to be a real term reduction of 30% between 2011-19. However, for total costs per head of population Leicestershire remains below the ‘national’ average at £189 per head and ranking below average for non-employment costs in our MSG. Despite these challenges the Force has continued to police a high level of demand through the continually increasing population.
88. The Force continues to provide good value and can be considered ‘lean’ in terms of costs associated with support functions. Leicestershire is ranked fifth lowest in this area nationally and third lowest out of the MSG.
89. The Force is particularly economical by remaining in the lowest five nationally for expenditure on finance, fleet, estates and training. It has the third highest Reimbursed

Income from police collaborations per head of population due to the Force being the lead for a number of regional jointly controlled operations. The Force is also the second highest out of the MSG for the proportion of staff involved in collaborations.

90. Self-service is further improved with the introduction of an improved payroll service and the National Uniform Management Systems (NUMS).
91. The Force has developed an “Invest to Save” budget completing energy conservation projects such as automatic LED lighting, boiler improvements and increased insulation have taken place. Furthermore, the estates structure has invested in:
  - Full refurbishment of Beaumont Leys;
  - Close and terminated the lease on the Tigers annexe;
  - Created a Dedicated Intelligence Hub;
  - Refurbished the Command Suite in Admin 1;
  - Hinckley Road replacement;
  - Extension to Force gym and changing rooms;
  - New Evidential & Archive Property Store and closed down area stores;
  - Refurbishment of the Lighthouse;
  - CMD improvements to locker rooms, kitchen and offices;
  - SOCO changing rooms refurbishment;
  - Demolition of Wigston and Melton custody suites; and
  - Completed works and leased out space to EMAS at Market Harborough.
92. The Force has also secured value through the procurement of an external Custody Detention Officer provider which in turn has contributed to the Visible Policing objective. The uplift of Detention Officers will enable the Force to realise approximately 6,355 hours of Police Officer time by releasing officers from custody commitments and back to core responsibilities, equating up to £153,918 per year and a contract saving of over £1.2m against an internal provision.
93. The HMICFRS has inspected the Force and seen improvements to the point where the Force has been found to be assessed as “Good” across efficiency, effectiveness and legitimacy. The HMICFRS has stated that the Force is “*good in the efficient way it operates and provides sustainable services to the public*”. Further assessment highlighted that “*The force has also invested in technology to improve its efficiency...and...plans well for the future*”.

### **Implications**

Financial:	None
Legal:	None
Equality Impact Assessment:	None
Risks and Impact:	None
Link to Police and Crime Plan:	Yes
Communications:	None

### **List of Appendices**

Not applicable.

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