



**POLICE & CRIME
COMMISSIONER
for Leicestershire**

Prevention | Partnership | Protection

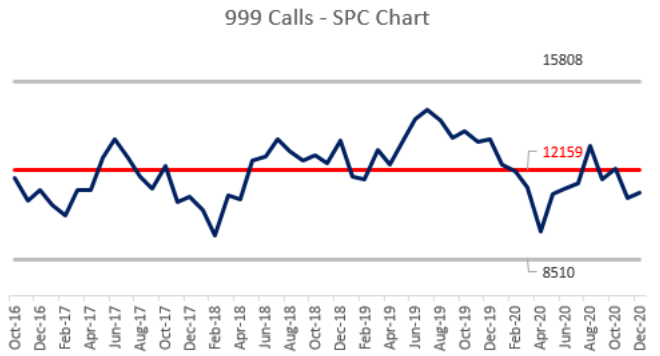
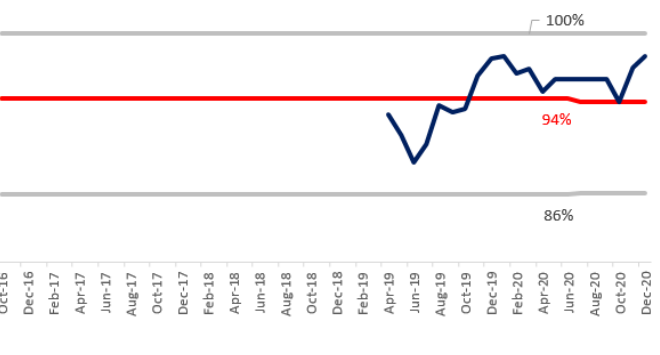
PERFORMANCE

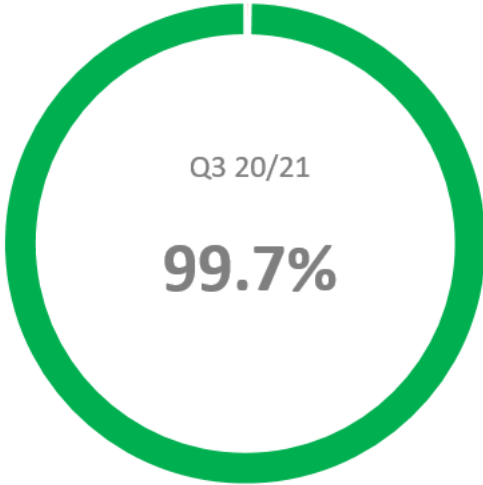
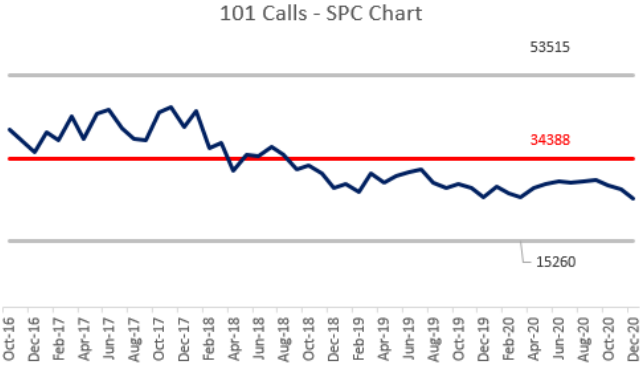


REPORT

Q3 2020/21

Leicestershire Police Performance Report

1. Calls

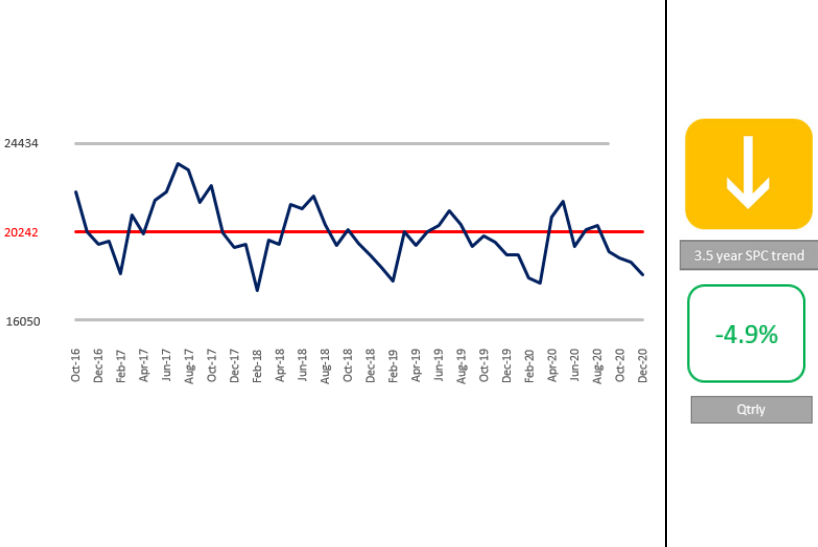
KPI	Performance	Commentary
1.1 Number of 999 Calls	 <p>999 Calls - SPC Chart</p> <p>15808</p> <p>12159</p> <p>8510</p> <p>3.5 year SPC trend</p> <p>-14.8%</p> <p>Qtrly comparison</p>	<p>The statistical process control chart (SPCC) indicates that the number of 999 calls is stable within the upper and lower control limits.</p> <p>A seasonal trend clearly exists in the chart, however for the last financial year this appears to be at a lower level. The volume of 999 calls recorded over the last quarter have seen a decrease, resulting in the average being below the mean.</p> <p>The quarterly comparison to the previous year suggests a -14.8% decrease.</p>
1.2 999 Calls answered within 10 seconds	 <p>100%</p> <p>94%</p> <p>86%</p> <p>3.5 year SPC trend</p> <p>+0pp</p> <p>Qtrly comparison</p>	<p>At the end of quarter 3, on average, 96% of all 999 calls were answered within 10 seconds.</p> <p>Performance has improved throughout last year due to the introduction of new software that enables call handlers to more easily switch between 999 and 101 calls. This has improved the performance for both 999 and 101 calls. This can be seen on the chart.</p> <p>The quarterly comparison to the previous year suggests an increase of 0 percentage points in the number of 999 calls answered within 10 seconds.</p>

1.3	999 Abandonment Rate	 <p>Q3 20/21 99.7%</p>	<p>The abandonment rate at the end of quarter 3 20/21 was 0.3%.</p> <p>The average time to answer a 999 call for quarter one was 2 seconds, which has remained stable.</p>
1.4	Number of 101 Calls	 <p>101 Calls - SPC Chart</p> <p>53515</p> <p>34388</p> <p>15260</p> <p>Oct-16 Dec-16 Feb-17 Apr-17 Jun-17 Aug-17 Oct-17 Dec-17 Feb-18 Apr-18 Jun-18 Aug-18 Oct-18 Dec-18 Feb-19 Apr-19 Jun-19 Aug-19 Oct-19 Dec-19 Feb-20 Apr-20 Jun-20 Aug-20 Oct-20 Dec-20</p>	 <p>3.5 year SPC trend</p>  <p>Qtrly comparison</p> <p>The SPCC indicates that the number of 101 calls is stable within the upper and lower control limits. There has been a series of points (28 months' data) where the volume of 101 calls has been below the mean value. This suggests that there has been a large, prolonged shift from the average and for better statistical monitoring it is recommended that the control limits are reset.</p> <p>The quarterly comparison to the previous year suggests a -1.1% decrease, which supports the above theory.</p>

1.5	101 Calls answered within 30 seconds		<p>3.5 year SPC trend</p> <p>+17pp</p> <p>Qtrly comparison</p>	<p>At the end of quarter three, on average 76% of all 101 calls were answered within 30 seconds. This is 7% higher than the previous quarter and represents a significant improvement in performance when compared to the proportions seen earlier in the year.</p>
1.6	101 Abandonment Rate		<p>The abandonment rate at the end of quarter two was 7.4%. The largest abandonment recorded over the second quarter was 9.9% in October.</p> <p>The average time to answer a 101 call for quarter three (2020/21) was 1 minute and 9 seconds, which has increased from Quarter 2 performance (1 minute and 2 seconds).</p>	
1.7	Number online crime reports		<p>3.5 year SPC trend</p> <p>-4.5%</p> <p>Qtrly</p>	<p>The statistical process chart for the number of online crime reports is stable within the control limits. The trend has decreased significantly in the most recent quarter and is stable around the mean.</p> <p>The volume of online crime reports recorded over the past 12 months has remained stable with approximately 650 reports recorded each month.</p>

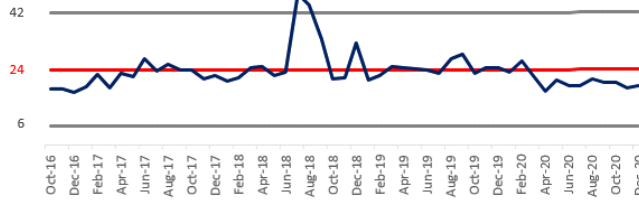
Leicestershire Police Performance Report

2. Incidents

KPI	Performance	Commentary
2.1 Total number of Incidents	 <p>The chart displays the total number of incidents recorded by Leicestershire Police from October 2016 to December 2020. The y-axis represents the number of incidents, ranging from 16,050 to 24,434. A red horizontal line indicates the 3.5-year SPC trend at 20,242. A yellow box with a downward arrow and '-4.9%' indicates a quarterly decrease. The data shows a seasonal pattern with peaks in summer months and troughs in winter months, with a significant dip in early 2020 due to the national lockdown.</p>	<p>The SPCC indicates that the number of incidents recorded is stable within the upper and lower control limits.</p> <p>There does appear to be a seasonal pattern with a peak in summer months followed by a decline over the autumn and winter months. The dips in overall crime do coincide with national lockdown changes, with significant decreases in burglary offences, vehicle crime and shoplifting contributing to the overall decrease due to changes in social behaviour.</p> <p>Many crime types have generally seen a decrease since COVID particularly with the national lockdown from November 2 2020 – December 2nd 2020.</p> <p>The quarterly comparison represents a 4.9% decrease in total incidents when compared to the same quarter of the previous year.</p>

2.2

Response Time by grade



Grade 1



3.5 year SPC trend

-18.6%

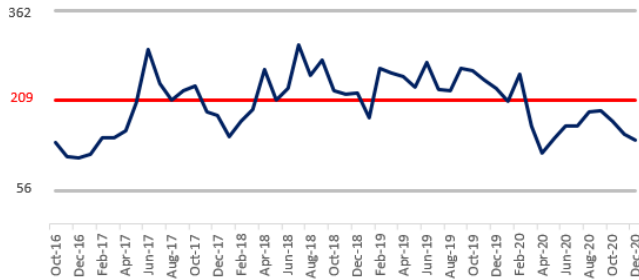
Qtrly

The SPCC for Grade 1 response time indicates that the average time to respond to a grade 1 incident has generally been stable around the mean value of 24 minutes, with quarter 3 continuing to be below the mean. This shows that response times have continued to improve, meaning officers are attending grade 1 incidents in a shorter amount of time.

The quarterly comparison suggests that there has been an improvement in response times, with a significant 18.6% decrease in the Grade 1 response times compared to last year.

The SPCC for Grade 2 response time indicates that the average time to respond to a grade 2 incident is also stable and below the mean, and a significant improvement on the same quarter of the previous year.

There has been a significant reduction in the average response time for Grade 2 incidents in March 2020 as can be seen on the chart, this coincides with the introduction of the Force's new Target Operating Model.



Grade 2



3.5 year SPC trend

-35.8%

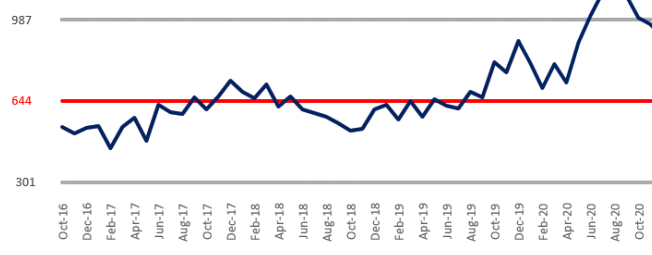


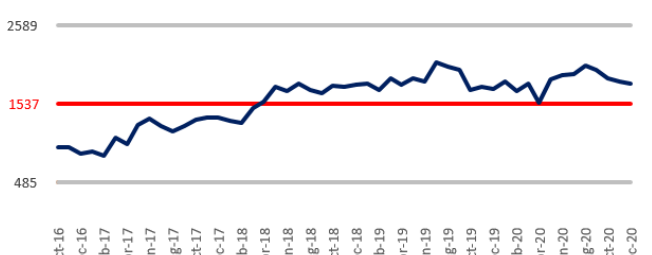


Qtrly

The chart suggests more monthly variation when compared to the response times for Grade 1 incidents. The chart does display a slight seasonal pattern with an increase in average response times over the summer months, this correlates with the seasonal trend in the number of incidents recorded, however these rates are still significantly lower than last year.

The quarterly comparison to the previous year suggests that response times for grade 2 incidents have continued to be significantly lower than last year.

2.3	Number of ASB Incidents		<p>3.5 year SPC trend</p> <p>-1.4%</p> <p>Qtrly</p>	<p>The SPCC for the number of ASB incidents indicates that whilst the number recorded on a monthly basis is stable between the control limits, there also exists a shift from the mean.</p> <p>A seasonal trend clearly exists in the chart, however, ASB incidents appear to have decreased in the most recent quarter. A decrease of 1.4% can be seen when comparing the most recent quarter to the same period of the previous year, which supports the above theory.</p>
2.4	Number of Missing Person Incidents		<p>3.5 year SPC trend</p> <p>-11%</p> <p>Qtrly</p>	<p>The SPCC for missing person incidents is stable around the mean and within the control limits, however, a significant decrease can be seen in the most recent quarter (Q3 of 2020/21).</p> <p>The quarterly comparison suggests that there has been a decrease of 11% in the number of missing person incidents in this quarter, compared to the same quarter of the previous year.</p>
2.5	Number Domestic Incidents		<p>3.5 year SPC trend</p> <p>+16.3%</p> <p>Qtrly</p>	<p>The SPCC for the number of Domestic incidents indicates that they to be below the mean.</p> <p>Despite there being an overall decrease compared to the previous quarter, when compared to the same period of the previous year there has been a significant increase.</p>

3.1	All Crime	<p>The chart displays quarterly crime data from October 2016 to December 2020. The mean crime level is 7297. A notable dip occurred in April 2020, coinciding with national lockdown changes. A yellow box indicates a 5.7% decrease in the quarterly comparison.</p>	<p>The SPCC indicates that the total volume of recorded crime is extremely stable within the upper and lower control limits around the mean.</p> <p>There have been only slight shifts from the mean since April 2018, with the exception of a slight drop in April 2020.</p> <p>The dips in overall crime do coincide with national lockdown changes with significant decreases in burglary offences, vehicle crime and shoplifting; contributing to the overall decrease due to changes in social behaviour.</p> <p>The quarterly comparison shows a reduction in the number of total crimes recorded compared to the same quarter of the previous year approves the above evaluation.</p>
3.2	Homicides	<p>A grey triangle contains the text 'Q3 20/21' and '-2', indicating a decrease of two homicides in the third quarter of 2020/21 compared to the previous year.</p>	<p>In quarter three 2020/21 there has been 1 homicide, which is two less homicides than in the same period of the previous year.</p>

3.3	Violence with Injury offences		 <p>3.5 year SPC trend</p>  <p>+16.2%</p> <p>Qtrly comparison</p>	<p>The SPCC indicates that the number of violence with injury offences recorded throughout quarter 3 2020/21 have decreased and are now stable within the upper control limits. Despite the visible decrease, this is still a higher figure than the same period the previous year. This is due to a change in the recording of Violence against the Person offences whereby certain assaults are now often reviewed and re classified as violence with injury. The recording is becoming more stable now, but it has resulted in a significant increase of recordings since March. This however is not reflective of an increase in occurrences.</p> <p>The above is supported by the quarterly comparison which is significantly higher than the previous year, however, this percentage change is much lower than Q2 of 2020/21 where the percentage change was +72%. It is recommended that the control limits are reset to be reflective of the changes to the recording of Violence with Injury offences.</p>
3.4	Violence without Injury offences		 <p>3.5 year SPC trend</p>  <p>+5.7%</p> <p>Qtrly comparison</p>	<p>The SPCC indicates that the volume of violence without injury offences recorded is extremely stable within the upper and lower control limits.</p> <p>There have been a number of points (since April 2018) where the volume of recorded violence without injury offences has been above the mean value, this suggests some prolonged bias exists and could indicate that the control limits could be reset for the two distinct periods on the chart. This can in part be explained by a rise in stalking and harassment offences which make up a large proportion of the category.</p>

3.4.1	Stalking and Harassment Offences		<p>3.5 year SPC trend</p> <p>Qtrly comparison</p>	<p>The SPCC indicates that the volume of stalking and harassment offences recorded in Q3 of 2020/21 has lowered slightly compared to the previous quarter, and is now within the control limits following a breach in Q2 of 2020/21.</p> <p>There have been a series of points (since April 2018) where the volume of stalking and harassment offences has consistently been above the mean value. The Home Office Counting Rules were amended in April 2018 regarding the recording of course of conduct offences of harassment, stalking and controlling or coercive behaviour and the force is now required to record the relevant course of conduct offence in addition to the most serious offence reported at the same time. This has resulted in what appears to be an increase, however it is not necessarily representative of an increase in occurrences. It is recommended that the control limits are reset to account for this change in recording.</p>
3.5	Knife offences		<p>3.5 year SPC trend</p> <p>Qtrly comparison</p>	<p>The SPCC indicates that the volume of knife offences recorded has been extremely stable around the mean and within the upper and lower control limits.</p> <p>In the most recent quarter the number of knife offences has remained stable around the mean. The quarterly comparison shows a 14.8% increase in knife offences, however the figure remains very stable, with a visible decrease in December 2020.</p> <p>There have been changes in the way that knife offences are recorded due to them previously being quite inaccurate. The data is currently reviewed and updated to increase accuracy which has caused changes to previously reported data. Therefore, only data from April 2019, where it was first updated has been included and the control limits reset to be able to analyse the data more accurately. Without doing this, a significant decrease in knife offences would have been seen, which would only have been attributed to inaccurate recordings of knife offences and unlikely to be a decrease in actual knife crime.</p>

3.6	Rape Offences		<p>3.5 year SPC trend</p> <p>+19.3%</p> <p>Qtrly comparison</p>	<p>In quarter 3, rape offences have begun to return to a stable level within the control limits.</p> <p>There still appears to be a significant increase in the number of rape offences recorded in the last quarter when compared to the same quarter of the previous year, however if the downward trend continues this should stabilise in the coming quarters. Domestic related rape has seen a very significant increase as part of this spike, however these increases appear to be a national trend in both current and historic rape cases.</p> <p>Further analysis should be undertaken to understand the increase.</p>
3.6.1	Historical Rape offences		<p>3.5 year SPC trend</p> <p>+31.3%</p> <p>Qtrly comparison</p>	<p>The SPCC indicates that the volume of historical rape offences (365 days between start date and recorded date) has returned to a stable level around the mean.</p> <p>It can be seen on the chart that this measure experiences large fluctuations in recorded offences, particularly in the previous financial year. However, in the last quarter, a significant decrease in reports can be witnessed, following a breach of the control limits in the previous quarter.</p> <p>Although the figure has returned to a stable level, the quarterly comparison still represents a significant increase in the number of historic rapes recorded when compared to the same time period of the previous year. Further analysis is recommended to understand the fluctuation.</p>

3.7	Hate Offences		<p>3.5 year SPC trend</p> <p>Qtrly comparison</p>	<p>The SPCC indicates that the volume of hate offences recorded has continued to breach the upper control limits in October and November of Q3 2020/21 which continues from a trend in quarters 1 and 2. However, December figures have returned within the upper control limits.</p> <p>The quarterly comparison shows a significant increase (+50.2%) in the number of hate offences recorded in the most recent quarter compared to the same quarter of the previous year. Further analysis is recommended to understand the significantly higher rate seen in recent quarters.</p>
3.8	Burglary Offences		<p>3.5 year SPC trend</p> <p>Qtrly comparison</p>	<p>The SPCC indicates that the volume of residential burglary offences recorded is stable within the upper and lower control limits.</p> <p>The most recent months have seen significant reductions recorded in burglary residential offences. It is likely that these overall lower numbers can be attributed to COVID-19.</p> <p>The quarterly comparison shows a significant decrease in burglary offences in the most recent quarter when compared to the same quarter of the previous year. This reduction approves the above theory.</p>
3.9	Drug Offences		<p>3.5 year SPC trend</p> <p>Qtrly comparison</p>	<p>The SPCC indicates that the volume of drugs offences recorded is stable within the upper and lower control limits.</p> <p>The trend appears to be generally increasing overall, however there is a large variation in the volume of drug offences month on month, with a peak in drug offences being seen November 2020, and a decrease being seen since.</p> <p>The quarterly comparison shows that there has been an increase in the number of drug offences recorded in the most</p>

				<p>recent quarter, when compared to the same quarter of the previous year.</p> <p>These increases are largely driven by an increase in possession of cannabis offences, which is likely to be a direct positive consequence of the new Target Operating Model and the increase in proactivity of Neighbourhood Police Officers.</p> <p>The chart shows a single point exception which breaches the 3 standard deviation control limit in May 2019, this can be attributed to the proactive activity undertaken throughout Op Lionheart.</p>
3.10	Domestic Abuse Crimes		<p>3.5 year SPC trend</p> <p>Qtrly comparison</p>	<p>The SPCC indicates that the volume of domestic abuse crimes recorded is stable within the upper and lower control limits, but in the most recent quarter has been above the mean value.</p> <p>There was a significant reduction in domestic abuse offences in November 2019, and since then the monthly volumes recorded have been increasing, with the monthly values now above the mean and nearing the upper control limit. If this trend continues further analysis could be warranted.</p> <p>The quarterly comparison supports the above, with a significant increase seen in the most recent quarter.</p>
3.11	CSE Offences		<p>3.5 year SPC trend</p>	<p>The SPCC indicates that the volume of child sexual exploitation offences recorded breached the upper control limits in Q3 of 2020/21 in October 2020. Large variation can be seen throughout the entire period of monitoring and the figure appears to have decreased in the later months of the quarter.</p> <p>The quarterly comparison shows a significant increase when compared to the same quarter of the previous year, however large percentage changes are expected to show as they represent levels which have altered so radically each month.</p>

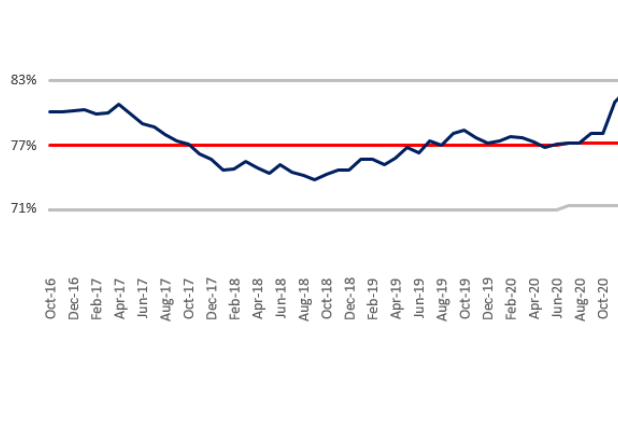

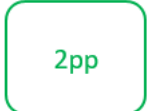
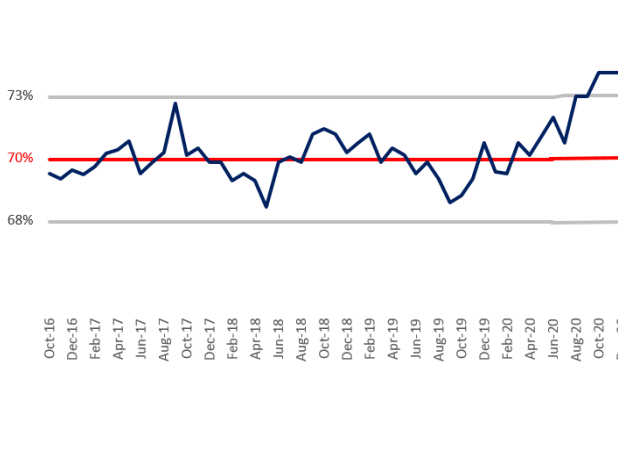


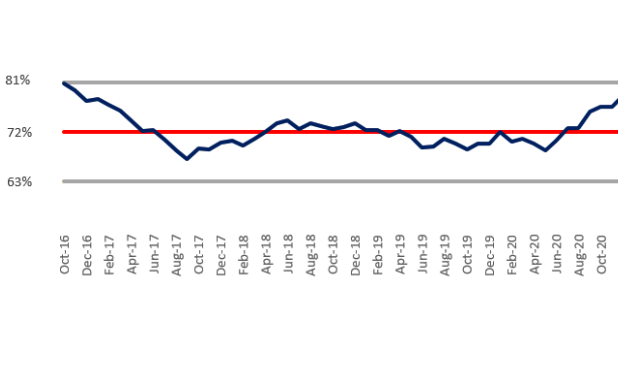


			<div style="border: 1px solid red; border-radius: 10px; padding: 5px; display: inline-block; color: red; font-weight: bold;">+52.3%</div> <div style="background-color: #cccccc; padding: 2px; font-size: small; margin-top: 2px;">Qtrly comparison</div>	<p>There is a single point exception in October 2019 where the monthly number of recorded offences is only one less than the 3 standard deviation control limit.</p> <p>These increases have been monitored and found that with an increase of children being at home during the national lockdowns because of Covid-19, there is an increase in online related CSE offences. A campaign was also run during this period to increase awareness and encourage reporting, so this increase may indicate a positive response to the campaign undertaken.</p>
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Leicestershire Police Performance Report

4. Outcomes

KPI	Performance	Commentary
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4.1	Volume of positive outcomes		<p>3.5 year SPC trend</p> <p>Qtrly comparison</p>	<p>Broadly speaking positive outcomes refer to an action taken in response to a crime. Usually this refers to the detection and sanctioning of the perpetrator of the crime, but it could also refer to the use of community resolutions as a response. Satisfaction levels have also been included in this section as an outcome.</p> <p>The SPCC indicates that the volume of positive outcomes recorded is stable within the upper and lower control limits. In the last quarter, the volume of positive outcomes falls slightly below the mean.</p> <p>The quarterly comparison shows that there has been a small increase in the number of positive outcomes in the most recent quarter.</p> <p>There is a single point exception breaching the 3 standard deviation control limits in May 2019, this could be attributed to the Op Lionheart activity.</p>
4.2	Outcomes 16: Victim declines support		<p>3.5 year SPC trend</p> <p>Qtrly comparison</p>	<p>The SPCC indicates that the number of outcomes where the victim has declined support is stable around the mean during Q3 of 2020/21.</p> <p>There have been a series of points (23 months' data) where the volume of these outcomes has been above the mean value, this suggests some prolonged bias exists and for better statistical monitoring it is recommended that the control limits are reset.</p> <p>The quarterly comparison shows that the number of Outcome 16s has seen an increase compared to the same period of the previous year, demonstrating a more positive victim response to the offer of support</p>

4.3	Victim Satisfaction		 <p>3.5 year SPC trend</p>  <p>2pp</p> <p>Qtrly comparison</p>	<p>The SPCC indicates that victim satisfaction is stable within the upper and lower control limits around the mean.</p> <p>The satisfaction rate has been increasing steadily since October 2018, and has seen the most significant increase yet in Q3 of 2020/21.</p> <p>The quarterly comparison supports the above with there being a 2 percentage point move in the most recent quarter compared to the same quarter of the previous year, demonstrating a higher level of victim satisfaction</p>
4.4	ASB Satisfaction		 <p>3.5 year SPC trend</p>  <p>+6pp</p> <p>Qtrly comparison</p>	<p>The SPCC indicates that ASB satisfaction has breached the upper control limits in Q3 of 2020/21.</p> <p>ASB satisfaction has been above the mean since November 2019 and there was a significant increase in September 2020 which has continued to rise into Q3. If the trend continues to remain at this level or increase, it may be recommended that the control limits are reset.</p> <p>A comparison to the same quarter of the previous year represents a 6 percentage point increase in Q3 of 2020/21.</p> <p>This is a very high level of satisfaction with police performance on ASB</p>
4.5	Hate Crime Satisfaction		 <p>3.5 year SPC trend</p>  <p>+8pp</p> <p>Qtrly comparison</p>	<p>The SPCC indicates that Hate crime satisfaction is stable within the upper and lower control limits.</p> <p>In the most recent quarter, the percentage of hate crime satisfaction has continued to rise above the mean, averaging 78% satisfaction for quarter 3 – an increase of 4% since Q2. The quarterly comparison shows that there has been an increase in satisfaction when compared to the same time period of the previous year.</p>

				As with the other satisfaction measures this indicates a very positive trend in public attitudes.
4.6	Violent Crime Satisfaction	<p>The chart shows Violent Crime Satisfaction levels from Oct-16 to Dec-20. The 3.5 year SPC trend is a red horizontal line at 74%. The quarterly comparison shows a +2pp increase.</p>	<p>3.5 year SPC trend</p> <p>+2pp</p> <p>Qtrly comparison</p>	<p>The SPCC indicates that Violent crime satisfaction is stable within the upper and lower control limits.</p> <p>Quarter 3 of 20/21 has continued to see the satisfaction level above the mean, with the exception of October 2020. These levels should be monitored over the next quarters to see if levels remain stable or fall below the mean again, which may suggest a prolonged bias and possibly resetting the control limits.</p>
4.7	Burglary Satisfaction	<p>The chart shows Burglary Satisfaction levels from Oct-16 to Dec-20. The 3.5 year SPC trend is a red horizontal line at 80%. The quarterly comparison shows a +4pp increase.</p>	<p>3.5 year SPC trend</p> <p>+4pp</p> <p>Qtrly comparison</p>	<p>The SPCC indicates that Burglary satisfaction is stable within the upper and lower control limits.</p> <p>In the most recent quarter, the percentage of Burglary satisfaction has continued to rise above the mean, averaging 86.5% satisfaction for quarter 3 – an increase of 4 percentage points since quarter 2. The quarterly comparison shows that there has been an increase in satisfaction compared to the same time period of the previous year.</p> <p>This is a positive trend in satisfaction levels, which has been sustained since 2018.</p>

Leicestershire Police Performance Report

5. Prevention

KPI	Performance	Commentary
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5.1	Number Stop and Searches		<p>3.5 year SPC trend</p> <div style="border: 1px solid green; border-radius: 10px; padding: 5px; display: inline-block;">+35.6%</div> <p>Qtrly</p>	<p>The SPCC indicates that although the number of stop searches is within the upper and lower control limits, there is a shift above the mean. In the most recent quarter there has been an increase in the number of stop and searches which contributes to the number being significantly above the mean.</p> <p>The quarterly comparison shows a significant increase when comparing the most recent quarter with the same period of the previous year.</p> <p>There has been a series of points (29 months data) where the volume of stop searches has been above the mean value. This suggests some prolonged bias exists and for better statistical monitoring it is recommended that the control limits are reset.</p>
5.2	Stop and Search Arrests		<p>3.5 year SPC trend</p> <div style="border: 1px solid green; border-radius: 10px; padding: 5px; display: inline-block;">0.5%</div> <p>Qtrly</p>	<p>The SPCC indicates that the number of stop and search arrests almost breached the limit in November 2020, although has generally remained stable between the upper and lower control limits.</p> <p>The quarterly comparison shows that there has been a very slight increase in the number of stop and search arrests compared to the same quarter of the previous year.</p>
5.3	Stop and Search Positive Outcomes		<p>3.5 year SPC trend</p> <div style="border: 1px solid green; border-radius: 10px; padding: 5px; display: inline-block;">+25.8%</div> <p>Qtrly</p>	<p>In line with the volume of stop and searches, with the volume of arrests there has been a step change since September 2018. This indicates that the volume of positive outcomes achieved has stayed proportionate to the volume of searches completed.</p>

5.4	Deaths on Roads		<p>3.5 year SPC trend</p> <div style="border: 2px solid green; border-radius: 15px; padding: 5px; display: inline-block;">-33%</div> <p>Qtrly</p>	<p>The SPCC for the fatal casualties on Leicestershire's road remains sporadic but within the control limits.</p> <p>The quarterly comparison represents a significant reduction when compared to the same quarter of the previous year. However, due to the small monthly values of death on roads recorded each month, the quarterly comparison can exhibit large percentage changes.</p>
5.5	Fatal4 offences	8	<p>3.5 year SPC trend</p>	<p>Throughout the third quarter, a total of 8 fatal 4 offences were recorded. The latest figure prior to quarter 3 was provided in February 2020, making a trend chart unavailable.</p>
5.6	DVPO		<p>3.5 year SPC trend</p> <div style="border: 2px solid red; border-radius: 15px; padding: 5px; display: inline-block;">+42%</div> <p>Qtrly</p>	<p>The number of domestic violence prevention orders has breached the upper control limits during Q3 of 2020/21. This follows extremely sporadic changes throughout the months.</p> <p>Due to the small monthly number of Domestic Violence Prevention Orders recorded, the quarterly comparison can exhibit large percentage changes. The quarterly percentage change shows a large increase in Q3 when compared to the same quarter of the previous year (+42%).</p>

Leicestershire Police Performance Report		
6. Recruitment		
KPI	Performance	Commentary

6.1	Officers recruited	97	<p>During Q3 of 2020/21, 97 Police Officers were recruited to Leicestershire Police. Total officers employed at the end of December 2020 is 2,187. This is on track to achieve the PCC's recruitment target and the Operation Uplift target. The discrepancy between the figures reported here and the figures in the "Recruitment, Retention and Dismissal" report, reflect the different methods of counting depending on whether full time equivalent or headcount figures are used and whether the numbers recruited are netted off against the numbers of departures. The future methodology for reporting this is described in the "Recruitment, Retention and Dismissal" report.</p>
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