



**POLICE & CRIME  
COMMISSIONER  
for Leicestershire**

Prevention | Partnership | Protection

# **CORPORATE GOVERNANCE BOARD**

**02/11/2021**

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# 1. Overview, attendance & purpose

## Overview

The first Corporate Governance Board (CGB) meeting was held in person on Tuesday 2<sup>nd</sup> November 2021 at Force Headquarters. This is a newly established board which has replaced what was previously known as the Strategic Assurance Board (SAB).

## Attendance

### **Office of Police and Crime Commissioner**

Mr R Matthews (Police and Crime Commissioner)  
Mr P Dawkins (Chief Finance Officer)  
Mrs L Starr (Interim Chief Executive)  
Miss K Hughes (Resource Manager)  
Mr Mike Veale (Strategic Advisor)

### **Office of Chief Constable**

Mr S Cole (Chief Constable)  
Mr R Nixon (Deputy Chief Constable)  
Mrs J Debenham (Assistant Chief Constable)  
Mr D Sandall (Assistant Chief Constable)  
Mr P Dawkins (Assistant Chief Officer (Finance))  
Mr A Kelly (Assistant Chief Officer (Human Resources))  
Mr C Kealey (Head of Communications and Engagement)

## Purpose

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

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

## 2. Emerging national and local policing issues

### i. Violence Against Women and Girls

Overview: In response to the circumstances around the shocking murder of Sarah Everard in March 2021, the National Police Chiefs Council developed a draft Violence Against Women and Girls Strategy that was circulated to forces in April 2021. The strategy delivered an ambition, based on key principles with clear priorities for police to tackle with partners.

Force update: The Board received a verbal update from ACC Debenham on the Force's response to the VAWG strategy following the HMIC final inspection, which included the following:

- *The force hosted a very well attended Independent Advisory Group (IAG) in March 2021.*

*Action Copy of the minutes and future minutes to be sent to the PCC*

- *The force has received 73 reports of spiking via injection since September which places us as one of the highest recordings in the country, however this is likely due to our good recording practices. Potential issues are that monitoring these offences will be challenging – Nightclubs are dark, CCTV is often poor quality, actions happen quickly and discreetly, certain drugs such as rohypnol leave the blood quickly which might be an issue for toxicology. Force are discussing the possibility of plain clothed operations to prevent the issue.*

*Action Standing agenda item for future CGB. Will need to work up performance framework regarding this area of the business. Update on specific operations required.*

- *With regard to some possible vetting failures of the Met Police, it is highlighted that our vetting department is 'Good', working towards 'Outstanding', and we will await the IOPC publication on the Met Police for lessons to be learned. DCC Nixon updates we have rigorous systems in place and good preventative modern technology.*

*Action What performance areas are focussed upon to enable the HMIC to grade forces, are there any thematic inspections planned and what internal processes are in place to reassure the Chief Constable that performance is maintained in this area of the business.*

*Action Notwithstanding the favourable position the force seems to be regarding this area of business it is requested that the PCC receives further reassurance. Please conduct an internal review to provide our own reassurance without the need to wait for IOPC recommendations*

The board also received a paper from ACC Debenham further highlighting the force's response, which included the following summary:

- *the Force has responded proactively to the issues associated with VAWG and has established a Gold governance structure to manage ongoing activity. We are ahead of other forces in terms of responding with an action plan.*
- *The Force is fully engaged with national developments and has played a leading role regionally in sharing developing practice.*
- *Many operational activities are already embedded business within the force, with established effective partnership arrangements in place. Other areas are identified for development and will be progressed accordingly (e.g. perception surveying)*
- *We continue to work with partners to explore and deliver solutions.*
- *We continue to engage with our communities in designing our response.*
- *We are confident that our action plan and governance arrangements will ensure that we continue to develop our service delivery in this area in order to provide a high-quality service to our communities in preventing and responding to Violence Against Women and Girls.*

PCC response: The Commissioner was satisfied with the progress being made by the Force. The Commissioner questioned whether the fear of needle spiking was in fact worse than the reality, i.e. not significantly harmful, and questioned whether the force should simultaneously focus on minimising the fear as well as tackling the act of injecting.

*Action This will remain in the CGB agenda until further notice*

## ii. Operation Bridger

Overview: Op Bridger is a nationwide police protection security programme designed to offer MPs access to extra security in their homes and constituency offices. It was established in 2016 in the wake of the murder of Labour MP Jo Cox who was killed at a constituency surgery. The operation is back in discussion following the shocking murder of Sir David Amess at an engagement event in October 2021.

Force update: The force has attended all meetings held by Parliamentary Liaison and Investigation Team (PLAIT) Commander Helen MILLICHAP where a number of recommendations have been made to the force following the murder of Sir David Amess. The force has implemented all of these further safety measures and will continue to update practices where necessary. The board received a paper from the chief officer team outlining this response.

PCC response: PCC raised concern about the need for robust policing of the possible Leicester East by-election and highlighted that this will be in national media – noted that a policing strategy will need to be in place for this event. It was recognised that the PCC had previously asked for advice to be sent out to MPs and local Councillors.

*Action A report is required about the possible Leicester East by-election and how election fraud is to be prevented and investigated if required in light of the attempted fraud in the recent Oakham Council by election.*

### iii. IICSA

Overview: The Independent Inquiry Child Sexual Abuse (IICSA) is a statutory inquiry established in 2015 under the Inquiries Act 2005. The Inquiry was established by the Home Secretary to examine how and why organisations have failed to protect children from child sexual abuse and to recommend changes that will better protect children in the future. One of the investigations was an inquiry into the institutional responses to allegations of child sexual abuse involving the late Lord Janner of Braunstone QC ('Lord Janner'). In 1970, Lord Janner had been elected Member of Parliament for Leicester North West and from 1974 until 1997 he was the MP, for the constituency of Leicester West. In 1997, he was created a life peer, styled as Baron Janner of Braunstone, and thereafter he sat in the House of Lords.

Force update: A large number of FOI requests have been submitted to the force since the release of the IISCA report on Lord Janner. The final IICSA report will share the national learning. This report when published will be reviewed to ensure our current practices remain at the forefront of protecting children and young people.

PCC response: The PCC is satisfied with the force's response on this matter.

## 3. Operational Performance

### i. Homicide

Overview: The Homicide rate for Leicestershire is higher than in previous years. In analysing the types of Homicides, the data shows that we are experiencing Homicides in a variety of different contexts - private locations, in the street, domestic related, crime related, mental health and knife related. After several years of lower levels of Homicide, the Home Office reduction target will not be achieved this year. The types of Homicides being recorded makes it difficult to specifically

target a homicide reduction strategy to a specific issue. To address the rising trajectory there remains a significant investment being undertaken to prevent and reduce violent crime in order to reduce the Homicide rate.

Force update:

**What we have done / are doing to improve on homicide**

- The East Midlands Major Crime Collaboration ensures that each homicide is investigated by specialist teams led by experienced SIOs and achieve a very high positive outcome rate.
- Despite the challenge of the different context and types of recorded Homicides the force has specific crime reduction workstreams:
- The VCCU has a clear prevention and reduction strategy with numerous workstreams being led by the police and with partners in the VRN targeting non-domestic abuse violence, knife crime and a specific focus on crime involving those Under 25. The following slide illustrates the strategic priorities and planned activity. This work also includes working with local schools and a current proactive hotspot policing operation targeting specific locations based on recorded crime and crime harm. The Home Office has set two additional targets to the Homicide target: A reduction in Hospital admission with a knife or sharp objects and a Reduction in knife enabled serious violence. *Between quarter 1 2019 and quarter 4 2020/21 there is a downward trend of hospital admissions and a downward trend of knife enabled crime including in those aged under 25.*
- The force has a proactive approach to tackling the harm from Serious and Organised Crime and harmful individuals. As demonstrated by Operation Impose and the County Lines intensification targeting which have delivered significant results to reduce the harm posed and the serious violence connected to organised crime.
- The force has invested in improving the outcomes for Domestic Abuse and build on the success of the outcome and satisfaction rates for High Risk Domestic Abuse, as demonstrated by Operation Farmer targeting medium repeat risk cases. The force is reviewing how to embed this learning and continues to lead the partnership response to tackling the harm of domestic abuse, which is aimed to reduce the number of domestic homicides.
- The recent review of recording practices has identified difference in Homicide recording across forces.

PCC response: The PCC was content with the response and noted the force position.

*Action Please provide outcomes analysis for Operation Farmer*

*Action Please provide outcomes analysis for Operation Impose*

ii. Rape

Overview: There is a large rise in recorded rape offences that have increased since the lockdown and are projected to continue. The outcome rate has continued to increase and additional investment has been made into the dedicated team to respond to the increase in recorded crime.

### Force response:

The Chief Officer team indicated at the CGB that the high figures are indicative of a confidence in reporting to the police.

The Chief Officer team are working with CPS to discuss how to manage rape offenders where the victim has withdrawn support as these offenders still need to be managed.

### **What we have done / are doing to improve on rape offences**

- Leicestershire Police have a dedicated unit (SIGNAL) to investigate Rape offences which has been increased in capacity in the last 3 years to 32 Detectives
- The investigation of any rape of a victim under 16 is dealt with by specialist Child Abuse officers
- The VSA **Inspection was extremely positive** in respect of recording of rape offences giving confidence that all reported offences are recorded and victims supported in line with requirements
- All third-party reports are now recorded in line with national guidance, along with SARC self-referral cases
- The force has improved the outcome rate for rape to 5.1%, which is above the average for our MSF IQUANTA group (4.9%), however more still needs to be done and we are working closely with the CPS to develop the regional action plan to improve rape outcomes
- The force has developed a strong working relationship with CPS RASSO leads and have a joint embedded performance management structure
- Leicestershire Police is leading regionally on developing a current specialist training input for Investigators dealing with rape.
- New technology is being trialled to allow victims phones and devices to be examined without leaving their possession
- The force has an exceptional set of multiagency facilities (SARC) that victims access through police or other agencies to seek support, advice and where needed undergo forensic recovery of evidence and conduct interviews
- The SARC has innovated in surveying victims to understand their journey and experiences to assist in supporting future victims in providing the best evidence to support future criminal justice outcomes
- Leicestershire Police are a pilot force for the online reporting tool for Rape and Sexual Assault through Single Online Home which is due to go live on the 30<sup>th</sup> November, giving another option for victims to report and seek support
- The investment into the VAWG strategy aims to continue to prevent serious sexual offences and ensure a professional and effective service to victims.

PCC response: The OPCC asked the Chief Officer team on what 'good' figures were, which the CO team responded the figures 4 years ago (double figures) are what the force are currently striving to reduce numbers to, and the CC recognises that this is optimistic.

*Action This area of business will be reviewed in three months' time*



### iii. Domestic Abuse

Overview: There has been an increase in domestic abuse cases in Leicestershire throughout lockdown.

Force update: Leicestershire are below the average MSF for overall Domestic Abuse Flags but does have strong compliance with the National Recording Standards. Domestic Abuse rates contribute significantly to overall crime, crime harm and force demand. There was a slight increase in Leicestershire during Covid lockdown, but not as high in comparison to the MSF. It should be noted that this data is only recorded on Iquanta currently until March 2021.

#### **What we have done / are doing to improve**

- Leicestershire Police has a dedicated High-Risk Domestic Abuse Investigation Unit (DAIU)
- Levels of high-risk domestic abuse crimes have remained relatively stable, and outcomes rate continue to be high, with a 12 month positive outcome rate of 42%.
- The force is recognised as successful in its use and application of DVPNs to provide safeguarding to victims of crime, ranking 11<sup>th</sup> in the country for applications as a proportion of 1000 domestic abuse crimes (12 months to 31/03/21)
- The force is currently focusing on improving the response to medium risk DA where outcomes rates and arrest rates have traditionally been lower than in the high risk bracket. Op Farmer is in place in the DAIU to investigate repeat medium risk DA (3+) and is achieving positive results
- Excellent partnerships for services provided through UAVA, Project 360, and information sharing through Op Encompass and the Daily MARAC
- Training to NPO's on domestic abuse and stalking delivered weekly to raise awareness and knowledge
- Significant amount of campaigning since the start of Covid to encourage reporting and signposting where help is available, making over 4 million impressions and around 50,000 engagements on social media.
- There is a force wide project to assess national best practice and assess the future service level provided to domestic abuse victims, improving attendance, outcomes and reducing risk.
- Leicestershire Police now offer online reporting of Domestic Abuse through the Single Online Home offering another channel to seek support and report abuse.
- Leicestershire Police are active members of a number of multi-agency working groups at a strategic and tactical level, as well internal working groups and work to a force delivery plan.

PCC Response: The PCC was content with the force position and encouraged a strong focus on this area of business.

Action Update required in three months' time

#### iv. Stalking and Harassment

Overview: Leicestershire continues to have high compliance in regard crime data integrity which appears to correlate with the steady increases shown in the rolling crime graph for Stalking and Harassment and the national changes in April 2020. The increase in May 2020 also coincides with the lockdown.

Force update: Currently Leicestershire is above the Most Similar Forces average per 1000 residents and this is predicted to continue with a higher level of crime being recorded since May 2020.

The force updated that officers were unclear on how to record the stalking and harassment crimes as the process is complicated.

##### **What we have done / are doing to improve**

- Recording of Stalking and Harassment offences changed in 2018 requiring harassment, stalking and coercive and controlling behaviour to be recorded in addition to the most serious offence.
- In April 2020 a further change was introduced relating to course of conduct between ex-partners, resulting in a significant increase in the number of stalking reports being recorded.
- The force invested in DDMs to ensure improvement in CDI compliance and these were the team focusing on recording of stalking/harassment which sees significant interventions in this area
- This activity means that there has been a significant increase in compliance and good grading but has led to increased recording where stalking/harassment is another offence linked to primary report
- Stalking training has been delivered consistently since the introduction of the TOM to NPO's using practical case study examples and sharing of best practise. Training has also been given to CID and a cohort of DS's including training by specialist Stalking support organisations
- Embedding the use of Stalking Prevention Orders through training and support from SPOCs.
- High risk domestic related stalking is investigated by the DAIU ensuring a specialist response to the highest risk cases. Medium risk domestic related stalking and stranger stalking are investigated by CID, and standard risk stalking remains with NPO's for investigation.
- The force has a Stalking Working Group and associated Delivery Plan focussing on improving knowledge, investigations and outcomes.

PCC response: The Commissioner notes that ‘any system which is too complicated for the people using it to actually be used is a sub-optimal system and is going to have to be changed’. The commissioner asked the Chief Officer team to provide him with a briefing paper on the recording system and contact details for who he needs to liaise with to discuss ways to improve this.

*Action Please can you provide details of the total cost of resourcing to enable the force to achieve ‘good’ or ‘outstanding’ in crime recording practises*

## 4. Transformation and change – Target Operating Model

Overview: The Target Operating Model (TOM) has now been in place since March 2020.

Force update: The Chief Constable provided a verbal update to the board, stating the Strategic Assurance Board at the last meeting noted that the model had been in place for as long as Covid had put ‘life on hold’, and raised the question as to whether the TOM could cope when covid is no longer an issue. ACC Debenham admitted there have been some challenges since the world has moved out lockdown, however indicates that the force is coping with the rising demand. The chief officer team indicated that there is potential for the TOM to change and adapt with the finalising of the police and crime plan.

PCC response: The PCC raised no response at the CGB.

*Action Please provide details of your plan to formally review the TOM and how you are comparing data pre TOM*

## 5. Finance

Overview: The board received a Medium-Term Financial Plan (MTFP) update from Paul Dawkins (CFO).

CFO update: The CFO provided the board with a report outlining the updates. These included that pay inflation may be higher than expected. The CFO informed the board that they had met with the CFOs from the 5 regional forces (Leicestershire, Derbyshire, Nottinghamshire, Northamptonshire and Lincolnshire) and they had agreed a unified approach to the pay inflation effective from Sept 2022.

PCC response: The Commissioner asked for different options with regards to the £10 financial precept and how different amounts would look. The Chair asked the CFO to bear in mind that the full precept may not go into the Police budget and that the OPCC may also require funding to fulfil duties.

The Commissioner requested that the percentage of general reserves needs to remain constant so the reserve increases as the core budget increases.

The Commissioner expressed concern that general reserves funds were being used to fund 'day-to-day' expenditure and firmly wants to eradicate this usage by 2024/25 and in such a way as to leave in the BER sufficient funds as per earlier discussions.

## 6. Recruitment

Overview: Recruitment figures of officers will be discussed at CGB boards.

Force update: The Board received an update and report from Assistant Chief Officer Alistair Kelly with the following:

- i. We are on track to have an authorised establishment of 2242 by end of March 2022. This will leave the Force with 2122 deployable with remainder in training either in-company or in classroom. As shown in the graph in Appendix One we had 2203 FTE as at end of September 2021.
- ii. At end of September we have 199 officers who self-identify as BAME. This is the highest in our history. As reported by Uplift 12.5% of joiners identify as BAME over the last rolling year, against a previous 3-year average of 8.9%.
- iii. We have 810 female officers which is an increase of 30 during September and is the first time we have been over 800 in total. As reported by Uplift 47.7% of joiners are female over the last rolling year, against a 3-year average of 44.7%.

PCC response: The Commissioner noted that retention is as important as recruitment and that the force should be looking at a wider vision beyond ethnic minority such as social class, disability, urban/rural area recruitment etc. The Commissioner noted that it is important that the Force is representative of the area which it polices, and at the least while working toward that target, *understands* the differences in our Force area.

## 7. Corporate Risk – Workforce Skills

Overview: The CGB pre-meet will include an overview of the current open risks. DCC Nixon informed the commissioner that there are currently 28 risks open, categorised into high, medium and low, each with a mitigation plan.

Force update: The Board received a report from the chief officer team. The November 21 CGB board focused on the following risk: Recent Chief Officer Road Shows have highlighted that there is a growing concern among frontline officers as to the levels of experience on shifts. Between 2010 – 2017 the force reduced significantly in officer numbers reaching a low point of 1750 establishment. Following the relaxation of local precept and the Governments uplift programme the force has grown back numbers to 2150 and intends to stabilise at 2242 by March 2022. By 2023 the force workforce profile will be just over 40% of all officers with less than four years' service with a 60% profile within the NPAs.

The chief officer team is establishing a new strategy with resource planning to align more experienced staff into appropriate roles for their skills, and mitigate this particular risk.

PCC response: The Commissioner noted that he would prefer a smaller, highly skilled workforce than a larger, lower skilled one. The commissioner encouraged discussion around upskilling the workforce.

*Action Please can we see the current People Strategy for the force. If this is not ready for sign off then draft or timescales*

## 8. HMIC

Overview: Her Majesty's Inspectorate of Constabulary and Fire & Rescue Services independently assesses and reports on the effectiveness and efficiency of police forces in the public interest. These inspections can be in different formats, such as the PEEL programme (police effectiveness, efficiency and legitimacy) continuous assessment programme, or random inspections which can be reactive to national emerging issues such as recent inspections in relation to our VAWG strategy following the murder of Sarah Everard.

Force update: The Board has received a paper from the Chief Officer Team that captures all HMIC inspection recommendations both for Leicestershire Police specifically and nationally.

The Chief Constable suggests that this paper is regularly updated and re-occurring in CGB meetings to honour transparency of how the force is responding to recommendations.

PCC response: The PCC raised no response at the CGB, however it has since been highlighted that there is a HMIC portal where the PCC can view all recommendations made to Leicestershire Police, and there is opportunity to add comments to each recommendation.

## 9. Police and Crime Delivery Plan

Overview: The public consultation for the Police and Crime Plan has now closed and the PCCs team working on the plan are reviewing the responses. The plan is on track to be finalised and delivered within the delivery plan time frame. The force is tasked with strategizing the delivery of the plan which will be discussed at CGB meetings.

Force update: The Board received a verbal update from DCC Nixon on the timelines of preparing the PCP ahead of the next police and crime panel. Projection is 8 weeks of 'heavy lifting' aligned with identifying areas requiring investment from both the Force and the PCC. The chief officer team plans to identify 'quick wins' from the plan and then work through the more complex areas requiring more strategizing.

PCC response: The PCC raised no response at the CGB.

*Action Update paper to be written by OPCC for the upcoming Police and Crime Panel*

No other business was raised.

Date of next meeting: 14/12/2021 – Budget Meeting.