

POLICE AND CRIME COMMISSIONER FOR LEICESTERSHIRE POLICE AND CRIME PANEL

Report Of	POLICE AND CRIME COMMISSIONER
Subject	POLICE AND CRIME PANEL UPDATE REPORT
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Purpose of Report

1. The purpose of this report is to provide the Police and Crime Panel with an overview of the activities undertaken by the Force and Police and Crime Commissioner and his Office since May 2021 in delivering against the Police and Crime Plan and his statutory duties as PCC

Recommendation

- a) The Police and Crime Panel is invited to scrutinise the contents of these reports and briefings and seek assurance on any specific areas of concern.
- b) The Panel is also invited to request further information where required and make relevant observations and recommendations within the scope of their role
- c) The Police and Crime Panel has a statutory duty to undertake scrutiny of the Commissioner in fulfilling his statutory duties (Section 14 of the Policing Protocol 2011). This report is designed to assist the Police and Crime Panel in fulfilling these responsibilities.

Background

- 3.1 In 2021, the Commissioner presented his new Police and Crime Plan (2021-24) to the Police and Crime Panel. The plan has short term objectives, medium term objectives and 11 strands of themes and objectives;
 - a) Visible Policing
 - b) Urban Policing
 - c) Rural Policing
 - d) High Tech Policing
 - e) Neighbourhood Policing
 - f) Community Policing
 - g) Protecting Business

- h) Curbing Violent Crime
- i) Victims of Crime
- j) Partnerships
- k) Protecting Personnel

3.2 This report identifies an outline of the strategic activities that the OPCC, Police and partner agencies have been progressing across the above themes since May 2021.

4. Short and Medium Objectives

4.1 The force has enhanced its recruitment of special constables, as at 31st December 2022 the number of specials within Leicestershire Police was 130. This represents a 46.07% increase in the total number compared to 31st December 2021. This enhanced commitment to specials recruitment will continue, and Leicestershire Police are on target to achieve the ambition to get to 137 specials by the end of March 2023, and 150 by March 2024. Leicestershire is one of only 4 forces in 2022 to have increased their number of specials, and one of only 2 to have increased numbers by over 20.

4.2 The Force has met the national recruitment targets and the recruitment team are now continuing to work on pipeline and community engagement to further enhance the diversity and representation of the force. The Commissioner has supported the Force in developing an annual recruitment and retention report that is presented and discussed at the Corporate Governance Board and has previously been presented to the Police and Crime Panel. The Commissioner is fully supportive of the Force's approach and is welcoming to the inclusion of socio-economic and education data in the reports.

4.3 The Commissioner has supported the opening of a new enquiry office in Coalville's Belvoir Shopping Centre – providing greater engagement with the local community. The current front enquiry office was based within North West Leicestershire District Council's premises in Whitwick Road, but from January 2023 is based in new home at the Belvoir Road entrance to the shopping centre. Working with the local authority, it will allow residents and business owners across the North West Leicestershire Neighbourhood Policing Area (NPA) to report any issues or concerns they may have.

4.4 In June 2022 a proposal was made to the Corporate Governance board to introduce a Community Network Co-ordinator post to re-invigorate the Watch schemes within LLR and to further bolster the existing Volunteers in Policing Team and invest in community-based crime prevention schemes. The Force have since been working up a job description for the post and this was approved at the Corporate Governance Board in November 2022, recruitment for this post is due to start imminently. The post will work closely

between the Force ViP team and the OPCC to revitalise the spirit of volunteering and unleash the power of communities through more neighbourhood watches, community speed watch as well as working more coherently and productively with other community groups.

- 4.5 Since taking office the Commissioner has been fully committed to the public health approach adopted by the Violence Reduction Unit (VRN) and has supported the sustainability and work of the network by extending fixed term contracts and offering some permanent contracts for key roles in order to stabilise the central team. The Commissioner was determined to move the VRN and its work onto a more sustainable footing and made the case for longer-term funding to the Home Office. He was delighted to have been successful and secured a 3-year funding settlement for the VRN totalling £3.5 million over the next few years.
- 4.6 The OPCC has continued to collaborate with the VRN team on key projects including the Community Leadership Programme, Campaigns and a recent community grants round focusing on community-based diversion for young people at risk of involvement in anti-social behaviour and crime.
- 4.7 In Summer 2022, the LLR VRN hosted a visit for the then Policing Minister, Tom Pursglove. The purpose of this visit was to better understand the work of the LLR VRN in tackling violence affecting young people as one of the 20 Home Office funded Units across England and Wales. The VRN was able to provide information to the Home Office on how the partnership was working with communities to prevent a summer peak of violence and show case the impact the Violence intervention Project (VIP) was having through meeting a young person who had accessed the service. The visit featured on BBC East Midlands with the Minister highlighting how Leicestershire was an example of good practice in violence prevention and reduction.
- 4.8 The VRN and OPCC have also been working closely with partners to prepare for the new Serious Violence Duty. The Duty, which was recently introduced as part of the Police, Crime, Sentencing and Courts Act, will require specified agencies, including police, local authorities, education and health to work together to share data and knowledge and allow them to target interventions to prevent and reduce serious violence. This will also include an amendment to the Crime and Disorder Act 1998 to ensure that serious violence is an explicit priority for Community Safety Partnerships by making sure they have a strategy in place to tackle violent crime. The OPCC is supporting the recruitment of 4 posts to mobilise the duty within the Community Safety Partnerships.

5. Visible Policing

- 5.1 The Force Change Team have done a review of over 900 plus statements of intent across various Government departments. This work has then been overlaid on those with the Police and Crime Plan, the FMS and feedback received from our workforce. The Force has established the Strategic resourcing cell to plan for the increased leavers and more fluid movement within the force ensuring effective succession planning, skills development and training is in place. The Resourcing cell will continue to align skills and capabilities to organisational need. There is a requirement to draw together different technical elements and systems into a more user friendly and predictive tool which will enable enhanced workforce planning to become embedded.
- 5.2 The Commissioner is committed to maintaining high levels of transparency about the decision making and visibility of the work of the Office including Force and OPCC budgets. There are areas of the OPCC website that need to be comprehensively overhauled and updated with Specified Order and policy information. This will be complete by the end of Summer 2023. The Budget information is published on the websites and further to this the Commissioner has produced council tax leaflets for residents of LLR detailing how the police budget is spent and what the increase in council tax will enable.
- 5.3 Alongside the increased number of special constables, to strengthen the coordination and progression of these officer, all training of specials is incorporated within the Academy with learning being interchangeable with regular officers where possible. The Force will seek to introduce a Specials professional development unit. With the Commissioners support, the Force is introducing a Rural Specials Team and deliver a bespoke recruitment plan for that purpose. The Force will integrate/enable access to senior leadership development and command training programme for all Special senior officers.
- 5.4 The Commissioner has committed to equipping all specials who are willing and able to do so to undergo training and carry tasers. This increases the risk of incidents to those officers and therefore a membership to the federation would be recommended as this provides members with some protection relating to both on and off duty related incidents. The Commissioner is providing funding to pay the federation costs for every special for the remainder of his term in office (at least 2 years).
- 5.5 The Commissioner has requested that the Force refresh and present an updated Trust and Confidence Strategy to the Corporate Governance Board. This is due to be presented by the Force in May 2023 however work to re-

invigorate the standards across policing have already begun. This includes the re-introduction of the traditional headwear by Police Officers.

- 5.6 Secondary schools within the Serious Violence locations have been allocated a named School Liaison Officer (SLO). The role of school liaison officer is an innovative, early intervention approach to preventing risk, including violence has been welcomed by school leaders. There is an evaluation of the impact of the SLOs is currently ongoing with results likely to be shared with the Commissioner in March 2023.
- 5.7 The Commissioner has supported an enhanced service offer to schools which is now being embedded by the Force. This includes 9 Youth Engagement Officers are in place. All secondary schools can request their PHSE aware Youth Engagement Officer (YEO) to attend to speak to their students in relation to any of the educational offer packages that have been developed. They can also be requested to support the school and neighbourhood team to assist with specific themed issues affecting their students and staff.
- 5.8 Further to this, the Neighbourhood Policing teams have ensured that a named officer is in place for the Primary and Secondary Schools in time for the School Year in September 2022. Every primary school will have a named PCSO as their primary contact for everyday policing matters. Every secondary school will have a named Police Officer as their primary contact for everyday policing matters. These will be officers from the local Neighbourhood Policing Teams.
- 5.9 To increase the reach of the police towards children of primary school age to help educate and nurture them to support their development and raise awareness of personal and community safety, the Commissioner has funded a pilot of the mini-police scheme which has just launched in three primary schools. The scheme will introduce policing as a positive influence and allow early intervention with children and their responsible adults. This will enable the building of trust in policing and facilitate engagement with partners to begin to instil age-appropriate safety awareness. 'Mini Police' is a set programme of lesson plans and mini projects which are provided by us to the schools. These are then delivered by the school within their normal school hours as part of their weekly lessons. Local PCSOs and the project coordinator will support the school with elements of the delivery. The Deputy Police and Crime Commissioner has attended all launch events of the mini-police and will receive regular updates on the delivery of this programme.

6. Urban Policing:

- 6.1 The Commissioner has committed to re-investing the Proceeds of Crime-seizures and money into the investigation and prevention of a wide variety of offences. In Leicestershire the Economic Crime Unit (ECU) leads our response and aims to recover criminal assets. Any criminal assets identified and/or secured are then managed through a national system of asset recovery. Leicestershire Police receives a percentage of the assets we have recovered. This financial return is known as the 'ARIS' return. The 'ARIS' return then forms what is known internally as the 'POCA' budget. The starting budget for 2023/24 is £712k. The Commissioner is in discussion with the Chief Constable.

7. Rural Policing

- 7.1 In July 2022 an enhanced rural crime team structure was launched, this consists of an enhanced central coordination role that will have overview of trends, patterns taking place across LLR. The rural crime team will line manage and support local rural crime SPOCs in each rural NPA. The current Rural policing team is currently 1 Sgt and 7 officers, a designated Insp was also appointed in September 2022. The Rural crime team manage the response to rural and heritage crime from investigations of identified offences, engagement with the rural communities and crime prevention.
- 7.2 The Rural crime team is embedded within those Neighbourhood Policing areas defined as rural with at least one PC working out of each Rural NPA, a clear remit has been introduced with these posts and the PCs will work with the NPAs to look at crime trends and reports, analyse threats and take demand away from the NPA.
- 7.3 The rural crime team has updated the reporting system to include specific rural concerns such as hare coursing, unlicensed fishing, fly grazing, trespass, livestock worrying, livestock butchery etc. The offences reported are regularly checked to ensure they are recorded correctly and a significant amount of work has been undertaken by the team to encourage individuals to report offences, this includes the introduction of a QR code that victims can easily scan to report specific rural offences.
- 7.4 The rural crime team have been working visibly within the partnership including working closely with those CSPs defined as a rural area. A quarterly partnership meeting has been instigated which involves representatives from the CSPs, NPAs, Countryside alliance, wildlife trust and the NFU. The PCC or a representative also regularly attends these meetings. Further to this the team have been encouraging the use of watch schemes and are included in a number of watch groups across the rural communities including; farm

watch, countryside watch, hare coursing watch etc. The recruitment of the Community Network Co-ordinator post will enhance the use of watch groups and provide a co-ordination role that will support the increase in such groups.

- 7.5 The Mounted Volunteers Scheme has been resurrected and there is currently adverts out for volunteers for this scheme. The current phase of recruitment has resulted in 6 volunteers, following the successful induction of the first wave of volunteers the Rural Policing team will look to roll this out further across the force. There is also work being done by the Volunteers in policing team to enhance the number of volunteers from a rural background.
- 7.6 To ensure the initial response from the police is professional and engenders trust and confidence with regards to rural policing, the Commissioner has ensured that all Call handler staff and staff within the crime bureau have received training on rural, wildlife and heritage crime and due to the recent recruitment drives in the control room another phase of training is due to be completed soon. Further to this the Rural Crime team have developed an app to be deployed to all Operational phone devices that provides officers with the definitions, legislation and powers available for rural, wildlife and heritage offences to further increase awareness across the force.
- 7.7 The Commissioner has funded the purchase of 32 airtags which can be used as crime prevention techniques for the Rural crime team.
- 7.8 The Force has invested in seven clearly identifiable 4x4 vehicles, 6 of which are allocated to the rural NPA areas. The team have a mechanism to rotate these vehicles to prolong the lifespan of the current vehicles. All Rural crime team officer will be trained in off road driving to enable best use of these vehicles. The commissioner will be reviewing the Fleet budget with the Force in 2023.
- 7.9 To support the Rural Policing Team in its work to tackle the problem, the Commissioner has provided highly visible stickers which are applied to the rear of trailers. The message asks anyone seeing that trailer on the roads between the hours of 10 pm and 5 am to report it to the police swiftly. The initiative has been welcomed in rural areas having already been proven elsewhere as an effective deterrent against criminals targeting agricultural equipment. The Commissioner personally delivered a bundle of the in-demand stickers to R&R Country in Thorpe Arnold for the company to distribute amongst its customers.

8. High Tech Policing:

- 8.1 There are currently solar panels on Loughborough, Oakham and Hinckley Road police stations. The latest new building, the property store at FHQ, did

not have the right orientation to install panels on its roof. FHQ has a high constant load for electricity because of its 24-hour operation and energy hungry IT server rooms in CMD. Along with the increases in energy prices and the PCC's desire to do more for the environment, the Commissioner has approved the positioning of solar panels on the field at the bottom of the FHQ site - an array of 1042m² producing 108,800 kWh per year has been designed.

- 8.2 The Force has created the force digital optimisation team to provide data and analytical support to local officers. They have developed technological processes which enable the prioritisation of domestic abuse and ensure perpetrators are arrested at the earliest opportunity, and optimising MS365 to remove duplicate IT solutions.
- 8.3 The Force has uplifted the Taser training and aiming to have a taser trained officer within each and every double crewed vehicle, providing better protection for both the public and officers. This is in addition to the ambition for Specials to be provided with training and tasers.
- 8.4 The Force has introduced a sharepoint platform to enable digital and remote learning. The Head of Change will continue to work with the Head of IT to complete the review of the Forces IT capability and develop a change plan for the future in order to deliver the Forces digital strategy. From July 2022 a Police Superintendent has been seconded to work in support of IT and Change. The individual selected has experience of establishing the Force digital hub and understands the Force's operational ambitions linked with technology. The role has created additional senior capacity in support of Head of Change and Head of IT to consider the operational priorities, lead on process reengineering, and strengthen the interface between operational teams.
- 8.5 The Force has introduced Microsoft 365 and rolled out the new lap top replacement programme across the entire force. Power Bi is now fully operational and becoming embedded as the performance tool for front line managers.
- 8.6 The Force has introduced a 24/7 Drone capability which has seen a significant reduction in costs associated with the helicopter (NPAS). The Drone capability was previously demonstrated to the Police and Crime Panel.

9. Neighbourhood Policing:

- 9.1 The Neighbourhood Policing Strategy has been revised to reflect both the Police and Crime Plan 2021-2024 and the force Confidence, Trust and

Satisfaction Strategy. In addition, it also introduces a published “service offer” for the public. The Neighbourhood Policing strategy was last published in 2019 and was based on College of Policing Neighbourhood Policing Guidelines, but with added local context. National guidelines have not changed; however, the Police and Crime Plan 2021-2024 creates additional focus in a number of key areas, which have now been reflected within the strategy to enable operational delivery. As Neighbourhood policing is at the heart of building public trust, confidence and satisfaction, the new overarching strategy has also been incorporated within this document. The Commissioner supported the development of this refreshed document by providing feedback and the final document was endorsed at the Corporate Governance Board in November 2022.

- 9.2 The Force is seeking to spread experience across 24/7 and Neighbourhood Policing (NHP) with NHP placements taking place sooner in service. We will examine the learning from Police Now and align NHP accreditation within problem solving and the probationer training curriculum.
- 9.3 The Commissioner and Chief Constable continue to encourage neighbourhood officers stay in their local communities for at least two years to be able to capitalise on their local knowledge and reliable relationships with stakeholders and the public. The latest data suggests that as at the end of Jan 2023, 74% of Constables in Neighbourhood policing have been within NHP for at least 2 years and over 60% of Sgts have been in neighbourhood policing over 2 years.

10. Community Policing:

- 10.1 The Force has introduced a framework for both internal and external engagement including the establishment of a series of confidence community reference groups.
- 10.2 The Commissioner has commissioned a Children’s and Young person’s grant round to divert young people away from a life of crime, 6 applications were received, all of which met the eligibility criteria. All applications were assessed in line with the Commissioners Safety Fund criteria and on the 15th of August the applications were presented to the PCC for final approval. 5 out of the 6 were successful which resulted in £49,049.00 of funding being awarded. The grants have funding initiatives such as a youth clubs for 11-14 year olds and 14-21 year olds, a criminal justice project to prevent young black Africans at risk of offending and the recruitment of a youth worker to support youths who are at risk of falling into crime by guiding them towards a positive life free of crime.

10.3 The Commissioner has continued to undertake a wide range of community engagement activity since May 2021 which have included; weekly Community Thursdays and Police Tuesdays. He has also attended a number of key events in the two counties, for example: Rural Safety Event, Leicester Pride, Rutland Pride, Leicester Caribbean Festival, Leicestershire County Show, Rutland County Show, and Belvoir Flower and Garden Show. Further to the Commissioners presence in the community, the Commissioner also established a Commissioners Advisory Group for a years' pilot to further enhance his reach into those hard to reach communities. The Commissioner has also communicated with MPs, County and City councillors and parish councillors through the community days or surgeries held across the city and two counties. The Commissioner has been communicating with the public through regular newsletters. In the past six months the Commissioner's community days have taken him to all the Boroughs at least once, the City four times and Rutland County twice. Visits on these days have included: unscheduled events such as visiting shops, libraries, community hubs; and various scheduled meetings with CSPs, Parish Councils, local policing teams, charities, commissioned projects and People Zones amongst others.

11. Protecting Business:

11.1 The Commissioner has funded Operation Repeat which is a door step fraud awareness project with the principal aim of identifying and training key local Health and care professionals to provide fraud awareness messaging to members of their local communities who are vulnerable to fraud. Op Repeat is a project developed by an ex crime prevention officer and has been funded and adopted in Lincolnshire, North Wales and Northamptonshire where the OPCC has agreed to extend funding the project for a second year. The project has now trained over 2500 health and care professionals in each area which have provided fraud protect advice to vulnerable members of their communities. The project is based on delivering messages on train the trainer basis with the intention that those that are trained will spread the messaging and provide advice, guidance to the people they come in contact with. The project utilises local private and public sector organisations represented locally to deliver guidance and advice thus reducing the impact on policing.

12. Curbing Violent Crime:

12.1 The Commissioner is supportive of the Force sharing fast time information with schools in order to enhance the opportunities to address potential harmful exposure or situations. The Serious Violence Multi-Agency Dashboard developed by the VRN, is now being accessed and used by nominated colleagues from Community Safety Partnerships and key statutory agencies. We intend to increase the numbers able to access the

platform on which the dashboard is located but we are currently testing and also ensuring those who currently have access are able to use it to best effect.

12.2 The Force are working with leading academics, local universities and interested groups to ensure we are deploying an evidence-based approach to tackling serious violence. As part of this, a dedicated team of officers are completing high profile foot patrols in key locations.

12.3 The Violence Reduction Network secured an extra £934,683 to help steer young people away from crime and serious violence. The Violence Reduction Network (VRN) has successfully bid for funding from the Home Office's Serious Violence Youth Interventions Programme to support young people at high risk of being drawn into knife crime and violence throughout 2021-22. The funding includes £319,259 for trauma-informed training to enable frontline Early Help professionals to improve their understanding of trauma experienced by the young people they work with and how they can adapt their practice to mitigate the impact of trauma on their lives. Further funding worth £232,657 will deliver new in-reach intervention placing experienced 'mentors' in police custody to engage and support young people at a 'teachable moment' in their lives – a moment of crisis or vulnerability where they are more likely to accept support and address the multiple issues underpinning their behaviour. The VRN has also been awarded £382,767 for a new targeted schools project enabling youth workers to offer young people at risk of exclusion support and intervention.

12.4 The Commissioner agreed a joint grant round with the VRN to support diversion from Anti-Social Behaviour (ASB) and Crime reflecting our shared commitment to prevention and early intervention and the value of partnering with communities in our collective efforts to keep our children and young people safe. The round sought to fund voluntary and community organisations (including grassroots groups, charities, community groups, social clubs, sports clubs, faith groups and voluntary organisations) to provide purposeful community-based diversionary activity for children and young people between the ages of 10 – 24 years old. We know that providing relevant and purposeful activities are important in protecting children and young people from involvement in ASB and crime (as potential perpetrators and/or victims). Whilst activities alone play an important role, there can also be additional benefits realised through delivery such as increases in confidence and self-esteem and the acquisition of new skills. The OPCC ring fenced £100,000 from the Commissioner's Safety Fund budget for this round, and the VRN match funded this, giving a total budget of £200,000. For this round, applicants could submit bids up to the value of £20,000, with a project duration of between 12 and 24 months. The Community Fund opened for applications on 26/09/2022 and closed on 24/10/2022 at 17:00.

34 applications were submitted during this time. Of the 34 applications submitted, 11 applications scored 70% or higher, 10 applications scored 60% or higher, and 13 applications scored below 60%. Due to the volume of applications received, the decision was made to recommend funding to those applications scoring 70% or above. These funded initiatives included; a sports provision for young people, drop in youth worker sessions, football coaching, boyz zone, music diversionary activities and soft skills workshops.

- 12.5 The Serious Violence duty guidance was published in December 2022. The VRN and OPCC continue to lead the local mobilisation for the duty, including in relation to the local definition and co-ordination of the additional funding. The OPCC and VRN will continue to meet with senior officers to support partners to mobilise. The VRN and Community Leader's Network co-hosted a network event for the VCSO sector in September 2022, this was to further support preparation for the SV duty by co-producing a local approach which reflects the 'with and for communities' principle and also consulting on the response strategy.
- 12.6 The Commissioner commissioned a review of the way in which CSPs received funding from the PCC's office. An updated, defensible and transparent framework was proposed to the Police and Crime Panel, to re-evaluate the funding distribution across the CSPs. It encompasses changes in crime data, crime types and population changes and promises a system that ensures value for money by being needs based. The new system proposes to amalgamate the two contracts (Partnership Locality fund and Youth Diversion Fund) into a single pot of money for each area based on a new formula. It will seek to follow a grants-based approach where partners will be asked to complete an application outlining how their defined allocations will be spent and how this activity links to the Police and Crime Plan. Funding will only be provided for approved projects based on how much funding is required. The new funding proposal will take effect from April 2023.
- 12.7 The HMIC Victim Needs Assessment (VSA) identified an area for improvement regarding Leicestershire Police definition of a repeat victim. Following this, the Commissioner asked the Force to present an updated definition of repeat victim, the Commissioner agreed the new definition as "Being the victim of an incident more than once in the last 12 months" in June 2022. This definition recognises the impact of ASB reporting, hate and domestic incidents that may not be classified as a crime but could have an equal or greater impact on the individual. The current assessment of the definition would mean the force would identify approximately 85 repeat victims a day from a daily total average of 280 victims.

- 12.8 The LLR VRN continues to lead the national Evidence and Evaluation network. The VRN is co-hosting a national conference in March 2023 with the University of Leicester and the Home Office.
- 12.9 The OPCC has taken the lead on behalf of the strategic partnership to develop a joint Violence against Women and Girls strategy and combined approach across the partnership. The OPCC will be hosting a co-production event in March 2023 whereby partners, key stakeholders and providers across the partnership will be brought together to share and inspire a joint partnership strategy.
- 12.10 The Commissioner has committed to taking an evidence-based approach in all commissioning activity so that commissioned services meet the needs of the individuals, families and/or communities for which they are intended. This involves being clear about the intended outcomes from the outset and using data and insights to thoroughly understand needs as well as gaps in current provision. Drawing on the best available research, we also seek to ensure service design is consistent with the evidence-base or where there is a gap in evidence, ensure there is a robust Theory of Change to support evaluation. Consistent with the commissioning cycle we continue to deploy this approach through monitoring and evaluating outcomes within our contract management processes. Co-production is a key enabler in our approach and we will seek to co-produce with service-users and partners in understanding need and designing and evaluating services.
- 12.11 In Summer 2022 the Commissioner and OPCC supported two CSPs in successfully bidding for two Safer Streets grants to tackle acquisitive crime and anti-social behaviour. Blaby District Council was awarded £67,000 and Charnwood Borough Council was awarded £149,200.
- 12.12 In October 2022, the VRN team held their first Leicester Hope Hack in collaboration with the national Hope Collective. This brought together over 100 young people from across LLR to debate causes of violence and generate solutions for a safer and fairer society. The findings will be incorporated into the response strategy and a national report along with findings from Hope Hacks across the UK.

13. Victims of Crime:

- 13.1 The Force are embedding a trauma informed approach; the training is now mandatory and aimed at preventing and reducing repeat victimisation and offending. Victim care and soft skills will be incorporated throughout all training with greater use of victims and service users within the training delivery. The Force has established a victim forum to review all cases of dissatisfaction as part of continuous improvement and business insight.

- 13.2 The Commissioner recognises the importance of providing tailored and high-quality services to support victims to recover from the often-far-reaching impact of crime through his Commissioning budget. It is also vital that we ensure the experiences and needs of victims influence the design and delivery of services for perpetrators. Victims are therefore always at the heart of our commissioning activity including in relation to service design and the evaluation of the responsiveness and effectiveness of services.
- 13.3 The Commissioner currently commissions: victim services through a contract of £2.8million, working with the Force as the first line of support following a crime taking place; providers to support those with substance misuse and addictions; victim services for domestic abuse and sexual violence crimes; and with an additional service for perpetrators. The OPCC is now working to develop a specification for the recommissioning of the Victim Services contract to provide a continuously improving service to victims. The Commissioner has set a number of measures he would like to see implemented, which include: a strategy for providing practical advice to victims of crime as they navigate the criminal justice system, a strategy for providing practical advice to victims on how to avoid being a victim of crime again, and regular monitoring of communication between police and victims and regular monitoring of satisfaction of all victims of crime.
- 13.4 The Commissioner continues to chair the Leicestershire Local Criminal Justice Board and develop structures and performance insights to drive improvements in our work to reduce reoffending and improve the experience of victims and witnesses in the CJS.
- 13.5 The Commissioner launched a specialist round of his Commissioner's Safety Fund to help domestic abuse and sexual violence services providing support to the increasing number of victims and witnesses affected by the delays in the Criminal Justice System. Like many areas, the East Midlands region saw an unprecedented build-up of court cases during the pandemic, translating into longer waiting times for victims. This has increased the length of time victims have required support during their justice journey and fuelled additional demand for support services. In response, the Commissioner is allocating grants of up to £10,000 for organisations, community groups and charities that can demonstrate how they have been impacted by criminal justice delays and how they aim to positively address these issues. A total of 5 applications were received and 3 services were awarded funding. This included an additional independent sexual violence advisor, a pre-trial therapy service improvement and a domestic abuse outreach service.

- 13.6 The Force have designed a new response to domestic abuse which is delivering an enhanced ability to capture evidence from the point of the call, allowing better face to face triage through video call along with an increase in officers dedicated to providing an enhanced investigation capability. The Domestic Abuse Response Team (DART) went live in September 2022 using new video conferencing technology that has been trialled over the last 2 months with victims of domestic abuse. Horizon scanning showed promising practice from other forces in the use of video-based attendance for appropriate victims which was timelier and allowed improved assessment of risk earlier in the current processes. Feedback from the victims has been extremely positive and the time taken to determine the ongoing risk and determine the next investigative steps has seen the expected reduction, providing resolution sooner. The unit will be responding to 4000 Domestic Abuse cases a year in this way.
- 13.7 The Force has introduced a perpetrator programme aimed at Domestic abuse perpetrators. Whilst early in its construct early signs are encouraging and there are ongoing conversations around how this will be funded in the future.
- 13.8 Leicestershire Police identified, within the review of services, that there was significant opportunity to use the information contained in our systems that can assist officers dealing with Domestic Abuse victims. In response the Force has developed a tool that identifies those reporting crimes at greatest risk of harm to allow for flagging to call takers, and also investigators dealing with linked offences. The evidenced based approach of recognising increased reporting, mental health, controlling behaviour, stalking and strangulation as significant warning signs, enables the force to be intelligence led and identify which victims need greater intervention earlier. This approach was shared with the Homicide Prevention Team, College of Policing and HMICFRS on a recent visit to the force who were keen to understand its practical use further.
- 13.9 The Force has introduced a dedicated VAWG Detective Supt role as an addition to the operating model that that will lead internally and externally, this role has been working closely with the OPCC.
- 13.10 Leicestershire Police was a leader in embedding Operation Encompass updates to schools. This identifies the presence of Domestic Abuse within a child's household to allow for understanding, intervention and support to be provided after police intervention. This scheme is under national review at the moment, and Leicestershire Police is actively engaging with the government led review having had it in place since 2018. The force has agreed with partners to expand the scheme further, providing a more public health approach, by sharing when officers are also attending a child's

address for any matter where the police presence or activity may affect the young person. This can include drugs warrants, arresting siblings or a mental health crisis of a household member. These all are recognised Traumas that can impact on the development of a child and increase likelihood of becoming a victim or offender later in life. After receiving this information directly, the school can then build support around the child to minimise the impact and reduce harm and demand in future. This sharing also assists with the multi-discipline information-sharing that the safeguarding hub at Wigston undertakes daily between the multi-agency teams involved. The force can clearly show practices that align to the local recommendations from the Independent Review of Children Social Care published in May 2022. A call for clear information sharing to take place in an expert led multi agency model, strong local safeguarding arrangements and specific focus for Domestic Abuse to be provided where children are involved.

13.11 The Commissioner successfully applied for Safer Streets funding which included funds to design a campaign aimed at preventing violence against women and girls. The OPCC, Leicestershire Police, VRN team and Leicester City Council collaborated to commission a behavioural change campaign, 'You're Right/That's Wrong', that gives men the tools to positively tackle misogynistic attitudes and behaviours amongst their peers. Bespoke campaign content was also commissioned by De Montfort University and The University of Leicester. The campaign website has had over 30,000 visits and has reached over 4.1million impressions across social channels and digital platforms. It since been shortlisted for two awards.

14. Protecting Personnel:

14.1 The Commissioner has supported the Force in introducing a Team Leicestershire Occupational Health and Wellbeing Unit (OHU) that is clearly identifiable and present across the Force. The Force is enhancing the visibility of OHU and wellbeing staff and create capacity to work preventatively across the Force.

14.2 In addition to the significant progress made against the delivery of the Police and Crime Plan, the Commissioner re-designed the accountability board in line with his statutory responsibility to hold the Chief Constable to account. The Corporate Governance Board has been running bi-monthly since May 2021 and the Commissioner has made the decision to move this to a monthly board meeting to ensure a robust approach to governance is continued. The improved system for holding the force to account has been regularly reported to the Police and Crime Panel and has been unanimously support for the style and approach. The Board provides an effective mechanism for supporting, challenging and holding the Chief Constable to account for delivering efficient and effective policing services and delivering the

objectives of the Police and crime Plan. The Board has enabled the Commissioner to scrutinise performance and delivery across thematic areas such as neighbourhood policing, public confidence, call handling, crime data, estates, and workforce diversity. The Board has also enabled the Commissioner to challenge and track progress against areas for improvement identified via audit and inspection activity, including for example, HMICFRS PEEL Inspection.

- 14.3 In addition to the Corporate Governance Board, the Commissioner maintains weekly regular dialogue with the Chief and Force about matters of organisational significance, or that impact upon community safety and criminal justice across Leicester, Leicestershire and Rutland.
- 14.4 The OPCC had been working intensively to recruit Leicestershire's next Chief Constable since Simon Cole QPM announced his retirement. After a robust and challenging recruitment process consisting of external and internal stakeholder panels, formal presentations and panel interviews the PCC announced Rob Nixon as his preferred candidate. The candidate was confirmed by the Panel in November 2022.
- 14.5 The Force has introduced and developed the Team Leicestershire Academy to deliver effective training and promote a culture of continual learning and professional development. That now includes the additional dedicated DCI responsible for delivering enhanced crime training, digital, criminal justice procedures with a clear focus on improving outcomes, quality of files, and service to victims and bringing more offenders to justice.
- 14.6 The Force has introduced further leadership training aimed at all ranks, this will be in addition to generic leadership input and tailored to the operational requirements of each rank. This will include practical tips to get the best out of an operational team, critical incident command, multiagency command, managing performance and much more.
- 14.7 The Force has refined the career pathways approach and have now introduced the electronic PDR system which will aid on going professional development for all across the organisation.
- 14.8 A similar exercise has taken place within the OPCC, in which a set of tailored objectives and values have been developed into a robust performance development review system which stimulates a culture of continuous professional development.

Further Activity of the Commissioner and OPCC

15. People Zones

15.1 In March 2022 the project team, supported by the PCC, redefined People Zones to focus on an Asset Based Community Development (ABCD) approach. Asset Based Community Development adopts a strength-based approach, and harnesses the assets, skills and networks within a community instead of focussing on what's wrong there. ABCD empowers communities to believe that they are the building blocks to positive change. Communities need investment to build relevant knowledge, skills and capacity.

In June 2022 the OPCC awarded a contract to Mapping for Change (MfC) after a procurement process. The tender was specific in that the successful research company must understand the ABCD approach when researching to fully engage and understand each People Zone. It was important to the PCC, and the People Zone team, to ensure that we listened to the community rather than make assumptions based on data. The research is now complete and the OPCC has received a full report of each People Zone, containing a summary and analysis of findings throughout the consultation, all of which is now publicly accessible for all to view. The steering groups, comprising of local residents, community leaders and local partners, will utilise the research report to connect assets in the area, understand needs from the community and drive momentum within the People Zone. Grant funding has now been released and applicants are asked to meet objectives related to the recommendations from the research reports.

The Community Leadership Programme (CLP) aims to identify, develop and support a network of community leaders across Leicester, Leicestershire and Rutland (LLR). The CLP is led by the Violence Reduction Network (VRN) and the OPCC. There had already been two successful cohorts of CLP delivered, with a third cohort successfully recruited to commence before the end of 2022. For the third cohort, the People Zones team looked to recruit participants who live or work within a People Zone and could be supported to gain more skills and knowledge in Community Leadership to take back to their local areas. Some participants from the two previous cohorts have now joined the wider Community Leaders Network which works in partnership with statutory bodies to support communities, with People Zones as one of their focusses.

16. ICV Scheme

16.1 The Police and Crime Commissioner is responsible for the Scheme and receives regular reports on the performance and outcomes from custody visits. The Commissioner has also undertaken a number of custody visits himself during his term of office.

- 16.2 There are currently 19 Independent Custody Visitors (ICVs) in the Scheme. All are recruited from the local community through a recruitment process which includes an application form and an interview. All volunteers are vetted and complete a six-month probationary period during which time all induction training is provided. The OPCC is just nearing completion of the recruitment of 7 new ICV volunteers and it is expected that their induction training will commence in February 2023.
- 16.3 ICVs have the locally agreed target to visit each custody suite a minimum of once per week. During 2021/22 a total of 86 visits were made as follows:
- | | |
|---------------|-----------|
| Beaumont Leys | 3 Visits |
| Euston Street | 43 Visits |
| Keyham Lane | 40 Visits |
- 16.4 Due to the Covid-19 pandemic, during April to June visits were undertaken fortnightly, visits resumed once a week from July 2021. The Independent Custody Visitors contributed an impressive 364 hours of their time volunteering for the OPCC throughout the year, which included time at custody visits, team meetings and training sessions.
- 16.5 The Scheme is accredited and has achieved the Investing in Volunteers Award for the fourth consecutive time and has held this award since 2012.
- 16.6 The Leicestershire ICV Scheme was involved in a pilot scheme 'Independent Custody Observers Pilot' (ICOP). The pilot involved scrutinising custody records of vulnerable detainees to obtain a fuller understanding of what is happening in custody suites and assists with identifying issues and trends. This pilot ensured that individuals were dealt with fairly and to a recognised and agreed standard whilst in custody. A team of 6 Independent Custody Visitors scrutinised a total of 93 custody records (48 young people, 45 detainees with MH vulnerabilities). The pilot ended in April 2022 and proposals are being considered to include custody record reviewing as part of the Ethics and Transparency panel workstreams.
- 16.7 ICV's and the Volunteers Manager have been supporting Leicestershire Police with Trauma Informed Approaches within custody and sharing their feedback on distraction materials. This work will be ongoing over the next 12 months to support and develop Trauma Informed Suites and good practice for vulnerable detainees to support their overall wellbeing.
- 16.8 The PCC launched the Animal Welfare Scheme (AWS) on 1 April 2022. The operation of the AWS is the responsibility of the Office of the Police and Crime Commissioner (OPCC) and is exercised in consultation with the Chief Constable. Once a month AWS visitors make an unannounced visit in pairs to the Leicestershire Police Dog Unit. They check on the conditions in which

the dogs are housed, trained and transported. They will also observe dog training in progression and will provide feedback on all visits via an electronic visit report form. Feedback from their visits will be shared with the OPCC Volunteers Manager and the Sergeant of the Dog Unit.

16.9 The AWS visitors, all members of the public who have volunteered to dedicate their time to the scheme, have received training and upon visiting the kennels have been impressed with the variety of enrichment activities on offer for Leicestershire's canine cops which include a sandpit, pool and open space to explore.

17. Commissioning:

17.1 As previously reported to the Police and Crime Panel, the Commissioner authorised a full review of the past 3 financial years of commissioning activity, contract management, with the intention of developing a future proof plan for the commissioning function of the OPCC commenced. The principle of learning from the past to help create continuous improvement was at the core of the approach. The panel has been presented a report outlining the issues identified as a result of the review and the solutions that have since been implemented.

17.2 A new Commissioning Strategy has been developed, which outlines the priorities of the Police and Crime Plan, provides clarity and direction for commissioning activity. The Strategy includes the different considerations such as value for money, partnership working, social value, needs-led work and being victim centric, as well as openness and transparency and the monitoring of contractual agreements.

17.3 Throughout the past 18 months the Commissioner has launched 6 Commissioner's Safety Fund, thematic grants rounds. The themes for each of the grants rounds is shown below

- a) Violence against Women and Girls - £70,111.47
- b) General Round - £104,780.00
- c) Children and Young People - £49,049.00
- d) General Round - £65,474.00
- e) In collaboration with the VRN, Diversion from ASB and Crime - £204,030.33 (OPCC £100,000, VRN £104,030.33)
- f) Support for Victims and Witnesses of Domestic and Sexual Violence affected by the delays and strikes in the Criminal Justice System – TBC (£111,000.00 available)

17.4 The Commissioner launched the grants on 5 August 2022, with a focus on supporting local communities and third sector organisations in helping to deliver projects and interventions relating to hate crime, rural crime, and

issues of significant community concern. Announcements and press releases have been made regarding the funding awarded and the Commissioner and Deputy Commissioner are in the process of visiting all commissioned services.

Implications

Financial: None

Legal: None

Equality Impact Assessment: None

Risks and Impact: None

Link to Police and Crime Plan: None

Communications: None

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