



**POLICE & CRIME
COMMISSIONER**
for Leicester,
Leicestershire & Rutland
Your Communities - Your Commissioner

CORPORATE GOVERNANCE BOARD

20th July 2022

Contents

- 1. Overview, attendance and purpose**
- 2. Emerging national and local policing issues**
 - i. Remembrance Policy**
 - ii. Policing Elections/Electoral Fraud**
 - iii. Children and Young Persons Strategy**
 - iv. Mini Police**
 - v. Special Constables and Taser Devices**
- 3. Operational Performance**
 - i. VAWG**
 - ii. Neighbourhood Crime**
 - iii. 999 Call Performance**
- 4. Finance**
- 5. Change and Transformation**
- 6. People**
- 7. Corporate Risk**
- 8. AOB**

1. Overview, attendance & purpose

Overview

The Corporate Governance board was established in November of 2021, in replacement of the Strategic Assurance Board. The CGB is attended by both the OPCC and the Chief Officer Team, meeting roughly every 8 weeks to discuss and highlight the performance of Leicestershire Police force. Below is a report detailing the discussions of the meeting held on the 20th July 2022.

Attendance

Office of Police and Crime Commissioner

Mr R Matthews (Police and Crime Commissioner)
Mrs L Starr (Interim Chief Executive)
Mr Mike Veale (Advisor to the PCC)
Miss Georgi Mitchell-Jones (Business Staff Officer)

Office of Chief Constable

Mr R Nixon (Temporary Chief Constable)
Mrs K Smith (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 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. Remembrance Policy

Overview: A paper on the Remembrance Policy was requested by the Chair following the Chair being asked on two separate occasions by police constables whether they were allowed to wear their police uniform to their local remembrance-day services. The Chair thought it important to get clarification and issue guidance to all officers.

Force update: The Chief Officer Team (COT) provided a Police Procedure which outlined the Force's procedure regarding paying respects on Remembrance Sunday as well as changes made in accordance with Authorised Professional Practice (AAP).

PCC response: The Chair thanked T/CC Nixon for this paper and queried how to filter this to all officers, to which TCC Nixon responded that this could be done through the Communications team.

The full remembrance policy presented to the Corporate Governance Board is attached to this report as Appendix A.

ii. Policing Elections/Electoral Fraud

Overview: The Commissioner has made the COT aware that he expects the Force's knowledge on policing elections to be a leading example in the country. This item has been recurring on the CGB agenda.

Force update: The Chair received a report authored by D/Chief Superintendent Shane O'Neill which provided an overview of how Leicestershire police seeks to prevent electoral fraud and how the force proactively polices and protects the integrity of democratic election in Leicester, Leicestershire and Rutland.

PCC response: The Chair thanked T/CC Nixon for this paper. The Chair noted it would provide reassurance to those working in political spheres across the city and two counties that Leicestershire Police are aware of the issues surrounding elections and is planning on taking this paper to the Panel. T/CC Nixon noted he was happy with this decision.

The full policing elections paper presented to the Corporate Governance Board is attached to this report as Appendix B.

iii. Children and Young Persons Strategy

Overview: The Chair received a report authored by D/Chief Inspector Gav Drummond which provided an outline of the force's approach to delivering a child and young person's strategy in line with the NPCC Child Centred Policing framework.

Force update: The report included a description of the tiered offer to schools across Leicester, Leicestershire and Rutland as well as setting out clear service offers to schools that integrates the Neighbourhood Policing teams to this strategy and is easy to communicate to all school across Leicester, Leicestershire and Rutland.

PCC response: The Chair noted that the report appears to mean something very specific with regards to School Liaison Officers (SLO) on page 7, paragraph 6.3 which stated 'they are deployed specifically to work directly with educational premises to ensure consistent prevention messaging and action is taken in a co-ordinated way. They also act as a direct link for schools to provide information and intelligence allowing for multi-agency referrals and intervention with those of concern becoming involved in serious violence or associated activity'. The Chair queried the definition of a School Liaison Officer as someone from the VCCU who works very closely with schools in areas of high crime and high violence. T/CC Nixon noted this interpretation is correct. The Chair noted he had a different definition of a SLO in his Police and Crime Plan furthering he pictured every school in Leicestershire to have an assigned Police Officer to whom they could turn to if need be. The Chair noted this concept would extend down to all village primary schools. The Chair noted he wants to be specific over terminology. T/CC noted this could be solved through Comms. T/CC provided context to the paper noting a three-layered system. Layer one includes all primary schools where each school has a nominated PCSO who will take on responsibility for liaison with this school. Layer two includes secondary schools. Layer-three is more targeted where the Police officer becomes part of the school fabric to deal with more serious issues.

The Chair noted page 5 section 6.2. The Chair queried that the wording of this point was vague. The Chair noted that the metrics attached the point were great but lacked any reference to how it would be implemented. The Chair noted a lack of guidance could result in PCSO's/PC's failing their metrics. The Chair asked for reassurance over this point. T/CC Nixon noted this strategy is a Force approach and is monitored by various departments. The layer one

approach is driven by the NHP team. The scheme is further actioned by the NPA commanders. The Chair summarised that as long as the scheme is being actioned and the communication around it is clear, he is content with the answers provided by the Chief Officer team.

The Chair noted section 7, point 1 which stated 'The clear aim is to have a school years' worth of deliver supported and agreed for delivery from return in September to June the following year. The calendar of delivery is flexible enough to meet each individual school's needs but also aligns to seasonal and national campaigns'. The Chair asked if the Child and Young persons officer is a scheme that is already up and running or if this is something intended for the future. T/CC noted this role has been filled furthering this is someone the Chair could meet on one of his visits. The Chair noted this aspect of the Children and Young Persons Strategy should be brought back to CGB in a years' time to assess it.

iv. Mini Police

Overview: Mini police is an initiative run by Leicestershire Police and delivered by PCSOs to primary schools, to engage young people and give them a positive, early interaction with the police. The Commissioner has continually expressed the importance of giving young people positive experiences with the police which should in turn encourage respect and trust.

Force update: The T/CC noted that this project had been accelerated.

PCC response: The Chair noted the recommendations on the paper but pointed out the first five of the recommendations were operational and that they were not a matter for the PCC. The Chair approved the final recommendation of 'funding for the initial pilot'.

The full mini police paper presented to the Corporate Governance Board is attached to this report as Appendix C.

v. Special Constables and Tasers

Overview: The matter of special constables carrying tasers has been a recurring CGB agenda item. The COT is aware of the Commissioner's ambitions for every special constable who is able and willing to carry a taser to do so. Discussions are continuing to take place around whether or not this is feasible, and any other factors which may affect the decision such as financial.

Force update: The Chair received a report authored by T/ACC Kerry Smith. The report summarised a nationally agreed policy which considers the issuance of CED devices to Special Constables. The report considered the criteria which the Force will need to classify and the processes required to issue eligible Leicestershire Special Constables with CED training. T/CC Nixon noted there was an opportunity to stress the importance and value of Special Constables. T/ACC Kerry noted the Police Federation want to ensure specials are afforded the same rights and protection as officers. Given the voluntary nature of specials, the issues went to the National Police Chiefs Council discussing whether the cost of Special Constables subscription into the Police Federation should be absorbed by the Force. T/CC noted the subscription would cost £53,000 also adding that the Police Federation maintain their stance that they will not support Specials being trained specials with tasers as they are not part of the Police Federation.

PCC response: The Chair thanked COT for the paper. The Chair noted the public interest in this topic furthering that he hoped to take this paper to the Police and Crime Panel. The Chair noted and approved this paper. It was agreed that finance options would be brought by COT to the next CGB.

The full Special constable and tasers paper presented to the Corporate Governance Board is attached to this report as Appendix D.

3. Operational Performance

The Chair received a report from the COT which encompasses an overview of all key areas of force performance. The below details the discussions which took place at the CGB regarding different extracts from the same performance report.

i. Violence Against Women and Girls (VAWG)

Overview: Violence Against Women and Girls remains a key priority area for both the Force and the OPCC. VAWG is a standing agenda item on the CGB and will continue to be monitored at each upcoming board.

Force update: The board received a report from the COT. T/CC Nixon responded noting the force have aimed to sit within the top quartile of performance. The national measure looks at reduction in rape allegations. T/CC Nixon highlighted this can be counter intuitive as the force are doing lots of work to increase confidence in reporting particularly among some communities. A focus on a reduction could be achieved by not encouraging reporting. This is not the stance the force will take and in fact we will continue to accelerate the importance of building confidence to report rape and not focus merely monitor the impact on recorded numbers. T/CC Nixon noted the Force would judge positive performance on an increase in reporting of the crime. T/CC Nixon furthered that outcome rates are running at 5% which could appear low however clarified that Leicestershire have one of the highest outcome rates in the country. T/CC Nixon noted that approximately 60% of victims do not want criminal justice involved in their case and often third parties have reported the abuse on their behalf. T/CC Nixon explained that there are multiple reasons that are believed to impact on this. Some involve the social stigma, fear of the judicial process, the level of intrusion of electronic devices to name a few. T/CC noted work is being done on this to improve the outcome rates of rape and noted the force want to be in the top quartile for outcomes.

PCC response: The Chair asked the T/CC what the Force considers an acceptable level of performance with regards to rape. T/CC Nixon responded noting the force have aimed to sit within the top quartile of performance. The Chair noted page 7 of the report regarding Soteria. The report outlines that the Home Office want forces to address their approach against five pillars. The Chair asked if this point is something CGB will revisit. T/CC Nixon suggested COT bring back a report to CGB outlining the work the force is carrying out with regards to each of those five pillars. Mike Veale noted that Nupur Chamund is the OPCC lead for rape and criminal justice and it would be helpful if Nupur was linked in to the force leads to keep updated on force progress. T/CC Nixon added that as part of the recent round of promotions, a role has been created to grow the establishment incorporating a dedicated Detective Superintendent to lead on the VAWG strategy. The Chair noted that this should be reported to the panel.

ii. Neighbourhood Crime

Overview: A discussion took place around burglary in LLR, as the chair queried a section of the report stating “There is a continued focus on neighbourhood crime and in particular, burglary’. The Chair noted he is pleased to read this but asked what a continued focus looks like on the ground.

Force update: T/CC Nixon informed the chair that operational teams are continuously briefed on known criminals, hotspots, intelligence on movement. T/CC Nixon noted burglary performance rates are higher than they have ever been in terms of recovering stolen property and arresting suspects. TCC Nixon explained that it can be more challenging to obtain convictions for Burglary as obtaining a CPS charging decision is more elongated and cases involving violence are generally being prioritised and result in custodial sentences. What in practice this means is that less people are being remanded into custody than previously for burglary and therefore there is an increased risk of continued offending. The force continues to run its burglary campaign and are strengthening our offender management arrangements

PCC response: The Chair acknowledged this and also highlighted from the report that post-pandemic figures are up on pre-pandemic which is good news and congratulated the force.

iii. 999 Call Performance

Overview: The PCC requested a performance update in relation to 999 call performance.

Force update: T/CC Nixon replied that there is a nationwide issue relating to vacancy rates. T/CC Nixon noted the Leicestershire force are well above the national average in terms of 999 performance. He furthered that the contact centre is under increased demand at a rate of 20% The force have historically over-recruited due to high turnover in this department. T/CC noted the force is still suffering from high absenteeism as a fall out from a recent Covid spike with T/ACC Kerry Smith noting a 7% absentee rate from the department in recent months. This rate has since decreased to 2.7%. T/CC reassured the Chair that the COT team are aware of the issue and are working through proposals to accelerate recruitment. T/CC Nixon noted one option is whether the force has the correct staff-officer ratio within the contact centre.

PCC response: The Chair noted vacancy rates within the contact management centre asking what is being put in place to combat the issue now and what monitoring is being done to ensure that the situation does not impact performance further down the line.

4. Finance

Overview: The board is attended by Kira Hughes (OPCC Interim Chief Finance Officer) and Paul Dawkins (Force Chief Finance Officer). Kira Hughes was absent on this occasion, however Paul Dawkins attended and presented a report to the board. The purpose of the report was to provide an update on the current Medium-Term Financial Plan.

Force update: Paul Dawkins noted when he first drafted the paper the police staff pay award and the police pay increase had not been confirmed hence the revision. The increase comes at 2.1% for every year over the life of the MTFP but Paul Dawkins noted that he was mindful this could go higher. Police Staff pay award has been backdated to the 1 April which resulted in an increase in cost. This will be worked through use of carry forward request. Unions still have the right to go back and renegotiate in light of the most recent announcement. Paul Dawkins noted the pay scales show every police officer will receive a spot increase of £1,900 regardless of rank with the exception of A/CC, D/CC and CC. Paul Dawkins noted the Government's decision to increase the pay to the lower ranking Police staff by limiting the pay increase to the higher ranks. Government has confirmed that additional grant funding is available. Leicestershire police funding extends into 2025/2026. Leicestershire police receive a 4.46% share of national funding. The total cost of the £1900 increase through the pay award through the life of the MTFP is approximately £24.4 million. Leicestershire force have provided for, with the inflation increase, £9.4 million, representing a 2% increase in each year. This leaves a shortfall of £14.6 million. The total grant available over the life of the MTFP would be £7.3 million. Paul Dawkins summarised that the Government hasn't funded the entirety of the pay increase through the grant, only half. Reading the letter (not part of the agenda bundle provided to the Board), Paul Dawkins recognised that each force may want to consider a 'broad range of options which may include the reprioritisation of resource and capital budgets with flexible use of reserves'. Paul Dawkins noted this change in police pay will challenge the stability of the MTFP as the force will have to fund the £7.3 million shortfall that the Government will not be funding. Paul Dawkins clarified this £7.3 million will be taken up from the budget equalisation reserve which will eliminate the budget equalisation reserve during the lifetime of the MTFP.

Paul Dawkins further noted other demands and risks to the budget including the crisis in Ukraine, Covid and increases in electricity, fuel and gas prices. Paul Dawkins reassured the Chair that all of these were being monitored very closely. Paul Dawkins highlighted point 6 on page 3 which outlines special operations training totalling to £465,000 which the MTFP will need to account for.

Paul Dawkins summarised that if the police pay awards announcement was not accounted for, the MTFP would be balanced. Paul Dawkins furthered that with the Chair's approval, the force can use some of the budget equalisation reserves for one-off costs to meet demand and risk. The ongoing costs in relation to police officers can be funded through efficiency savings on a sustainable basis. The changing dynamic around the pay award means further pressure will be applied to the next budget round in September.

Paul Dawkins noted that all the accounts have been captured in the agenda bundle appendices for Paper H. He clarified to the Chair that all of these appendixes have assumed that there will be a maximum £10 precept increase in each and every year of the CSR but Paul Dawkins noted that this cannot be accepted as a given.

PCC Response: The Chair led a discussion on the opportunities for realigning POCA funding to support any wider policing requirements. T/CC stated that COT would revisit the rules surrounding POCA money to ensure that we are capitalising on all the opportunities available see how to be creative within the rules to deliver what the Force could deliver in line with the Chairs ideas. The PCC requested a further report be brought back to a future CGB meeting.

The Chair noted page 3 paragraph 2 'In May 2021, the PCC set out a clear statement of intent that the use of reserves was not to continue to be used to uplift officer numbers and encouraged the force to set resourcing levels that were sustainable excluding reserves for the entire MTFP period'. The chair noted he does not think this accurately represented what was happening furthering he did not want the reserves to get down to zero when there would be significant financial pressures to deal with the funding gap in year 4. Paul Dawkins noted the wording of this point in particular was as included as context for 18 January but the budget has since changed since then.

Efficiency Savings

Paul Dawkins noted this captured what the force is about in terms of a capital strategy programme. Sets out guiding principles around efficiency. Paul Dawkins noted the announcement of the pay award means this document will have to be updated on a regular basis. Describing what the reserves are and what they are going to be used for. How we are approaching risk and assurance concluding with a link into income generation. Noted the attachments are there for reference. Noted the budget hasn't been edited throughout the year and the MTFP is edited against it. T/CC Nixon furthered once the current financial landscape has been managed, it would be advantageous to CGB to come back to this paper to note which proposals to accelerate but at this stage it would be advantageous for the chair to note.

PCC response: The Chair raised the issue of non-pay inflation which he viewed would have also have an effect on the MTFP albeit not at a rate of 2%. The Chair queried at which point the force will be changing their inflation assumptions. Paul Dawkins replied that the main concern at the moment is the price of diesel which supports the majority of the fleet. Paul Dawkins noted the force usually spend £1.3-£1.4 million a year which could reach up to £2 million for this year. The Chair noted that it is yet to be agreed that the precept will be £10. The Chair also noted the Estates Strategy and asked for reassurance that this is in the works from COT. T/CC Nixon reassured the chair that large amounts of work are being undertaken and that the work now will be regarding timelines. Lizzie Starr confirmed that Kira Hughes from the OPCC will be having a focus on this for the next week. T/CC Nixon noted he would like to be able to take this to COT exec as soon as possible.

5. Transformation and Change

Overview: Lizzie Starr notes paper J(i) is the paper the Chair saw in June. The Chair noted this paper has already been discussed at a CDB but that it needed formally addressing at a CGB meeting. The Chair noted that business crime seemed to have disappeared from this report but noted the OPCC will be viewing the community safety partnerships in accordance with the paper. T/CC Nixon clarified that he would follow this point up. Lizzie Starr confirmed the OPCC is hoping to make final decisions around CSP funding in September and would like to bring back this paper to CDB for Force opinions. She noted the new approach to CSPs should make it easier to focus in certain key areas such as rural crime or business crime

Force update: T/CC Nixon noted that a Trust and Confidence Strategy would ideally be launched no later than October. T/CC Nixon clarified that 27 September is when the Force would like to launch the Trust and Confidence Strategy to the Force senior team. The T/CC noted he is waiting for feedback on the Estates Strategy and Trust and Confidence Strategy from the OPCC.

PCC response: Lizzie Starr clarified that the Chair would meet with key individuals to discuss the Estates Strategy in depth. The Chair emphasized that this needs to be made a priority if the 27 September deadline for the force to be met. T/CC Nixon noted the recommendations were all agreed in principle in the last meeting. The Chair subsequently formally noted and endorsed all recommendations on the paper.

6. People

Overview: The Chair was presented with a third revision of a paper from the COT. The Chair noted that this paper has had a troubled history furthering that it is subject to public interest as well as the Force. The Chair noted he had a number of concerns with this paper in March and subsequently emailed COT and Alistair Kelly detailing a number of questions which he required answers to. The Chair noted he has since received a paper that describes what the Force are doing but that does not actually answer the questions that have been asked. The Chair noted this is the third time he had been presented with this paper and the third time he is not happy with it

Force update: T/CC Nixon agreed with the Chair that the paper had had a troubled history. He furthered that he received the questions the day of the meeting and asked the Chair what he was aiming for with this paper.

PCC response: Lizzie Starr noted the questions for COT to answer were sent through in March and that Alistair Kelly had proposed a meeting with Lizzie Starr to go through the questions. Through this meeting it was established that Alistair would provide Lizzie with a draft report with the answers to the questions posed. Lizzie Starr noted she never received that report. The Chair noted he intends to either hold an entirely separate CGB to deal with this paper or he intends to dedicate part of CDB to deal with this paper. The Chair noted he will need a draft of a renewed report/appendix by mid-August at the latest. T/CC Nixon noted a separate appendix could be created to answer the Chairs questions rather than creating a whole new report. Alistair Kelly noted that he considered the Chairs questions to be focused around what has changed in regards to representation in the Force. The Chair clarified that his questions were focused around what is being done to recruit from more diverse backgrounds and if these processes are working. The Chair furthered that he wanted to see answers to these questions as soon as possible.

7. Corporate risk

The Chair noted he had no comments.

8. AOB

i. **Forward CGB Plan**

The Chair noted he had no comments.

ii. **Items to take to the Police and Crime Panel**

Lizzie Starr confirmed when an item is agreed at a CGB, it will be made an appendix to the CGB report that goes to the Police and Crime Panel.

Date of next meeting: 23rd September 2022