



Meeting: Leicester, Leicestershire and Rutland Police and Crime Panel

Date/Time: Monday, 29 September 2014 at 2.00 pm

Location: Sparkenhoe Committee Room, County Hall

Contact: Sam Weston (Tel: 0116 305 6226)

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Membership

Mr. J. T. Orson JP CC (Chairman)

Cllr. R. B. Begy, OBE	Cllr. Trevor Pendleton
Cllr. David Bill MBE	Cllr. Byron Rhodes
Cllr. J. Boyce	Cllr. Sarah Russell
Cllr. A. V. Greenwood MBE	Cllr. Lynn Senior
Miss. H. Kynaston	Cllr. D. Slater
Cllr. William Liquorish	Cllr. Manjula Sood, MBE
Col. R. Martin OBE, DL	Cllr. Paul Westley

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– Notices will be on display at the meeting explaining the arrangements.

AGENDA

<u>Item</u>	<u>Report by</u>	
1. Minutes of the meeting held on 14 July 2014.		(Pages 3 - 14)
2. To advise of any other items which the Chairman has decided to take as urgent elsewhere on the agenda.		
3. Declarations of interest in respect of items on the agenda.		
4. Force Change Programme.	Police and Crime Commissioner	(Pages 15 - 20)
5. Partnership Progress Report.	Police and Crime Commissioner	(Pages 21 - 24)

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| 6. | Review of Communication and Public Engagement. | Police and Crime Commissioner | (Pages 25 - 28) |
| 7. | Update on Victims and Witnesses. | Police and Crime Commissioner | (Pages 29 - 42) |
| 8. | First Quarter Performance Report. | Police and Crime Commissioner | (Pages 43 - 52) |
| 9. | Commissioning Framework (including Grant Results for 2014-15). | Police and Crime Commissioner | (Pages 53 - 98) |

10. Date of next meeting.

The next meeting of the Panel is scheduled to take place on Tuesday 4 November at 2.00 pm.

11. Any other items which the Chairman has decided to take as urgent.

Minutes of a meeting of the Leicester, Leicestershire and Rutland Police and Crime Panel held at County Hall, Glenfield on Monday, 14 July 2014.

PRESENT

Mr. J. T. Orson JP CC (in the Chair)

Cllr. R. B. Begy, OBE
 Cllr. J. Boyce
 Cllr. A. V. Greenwood MBE
 Miss. H. Kynaston
 Cllr. William Liquorish
 Col. R. Martin OBE, DL

Cllr. Trevor Pendleton
 Cllr. Byron Rhodes
 Cllr. Sarah Russell
 Cllr. Lynn Senior
 Cllr. D. Slater
 Cllr. Manjula Sood, MBE

Apologies

Cllr. David Bill MBE

In attendance

Sir Clive Loader, Police and Crime Commissioner, Simon Cole, Chief Constable, Paul Stock, Chief Executive and Helen King, Chief Finance Officer

73. Minutes of the meeting held on 9 June 2014.

The minutes of the meeting held on 9 June 2014 were taken as read, confirmed and signed subject to the following amendments:

Page 14 – bullet point 4 to be amended to reflect that the PCC became aware that going to Judicial Review was a possibility in early 2014;

Page 14 – bullet point 8 to be amended to reflect that the Blaby District Council had been warned by the OPCC of a possible Judicial Review in February 2014.

74. Urgent Items.

There were no urgent items for consideration.

75. Declarations of Interest.

The Chairman invited members who wished to do so to declare any interest in respect of items on the agenda for the meeting.

Cllr. M. Sood declared a personal interest in respect of all items on the agenda as a member of the Police's Independent Advisory Panel, as the Chairman of the Leicester Council of Faiths and a member of the Bishop's Faith Forum.

76. Section 106/Lubbesthorpe - The Commissioners' response to the Panel's recommendations.

The Panel considered a report and statement of the PCC in respect of his response to the Panel's recommendations at the previous Panel meeting in June 2014 in regard to

the damaged relations between partners as a result of the action taken by the PCC to take Blaby District Council to a Judicial Review over the timing of Section 106 contribution payments for the proposed "New Lubbesthorpe" development. A copy of the report, marked "Agenda Item 4" is filed with these minutes.

In introducing the item, the PCC delivered the following statement:

"Mr Chairman, Panel members. At the last meeting of this panel you asked me to report to you, at our next meeting, on the measures being taken by me and my office to develop and nurture good working relationships with our partners. I fully agree the inference that we now look to the future to identify how we can develop working practices that will enhance our relationship with local authority partners.

Firstly, I would hope that anyone reading the Police and Crime Plan would see the importance that I already place upon Partnership working; the efficacy of those relationships is fundamental to the delivery of the Plan. Together, we have a statutory responsibility for the safety of our communities and I am also sure that we would all agree that nothing is more important than that duty.

So, what steps am I taking?

Since the last Panel meeting, the Chief Constable and I have met with the Leader, Chief Executive and Planners from 3 councils (Blaby, Hinckley & Bosworth, and Oadby & Wigston), and we have arranged similar meetings with representatives from the remaining councils; visits to Charnwood, North-West Leicestershire and Rutland are already in the diary whilst we are still refining dates with Melton, Harborough and the City. The aim of these meetings is to see how we can work more effectively in the future. I remain committed to the protection of policing services in the community – a commitment that I know is shared by us all – and I felt that these meetings would help us all to move forward and plan for the future with a shared understanding of just what is required and how that can be delivered.

Equally, I felt it would be helpful to discuss the community safety issues facing Leicestershire Police with the representatives from the Community Safety Partnerships. These partnerships, comprising representatives from a wide range of agencies, are critical to our – and I do mean 'our' – endeavours to reduce low level criminality, acquisitive crime and anti-social behaviour. I have therefore pledged to meet the Chair from every Community Safety Partnership within our area, to explain our situation in further detail, and to seek their help in finding a resolution that meets the needs of all parties. These meetings are being set up by my Office now but, somewhat inevitably, the summer holiday period is adding an extra complication.

Specifically regarding Lubbesthorpe, we clearly need to make plans for policing of the new development. While I would like to stress that there is no appetite for further dispute on the issue, we do need to find a workable solution – and we need to find that together.

Accordingly, I have asked my Chief Executive Paul Stock and the Force's Director of Finance Paul Dawkins to meet with the relevant executives at Blaby District Council at the earliest opportunity to seek a positive way forward. The seniority of these two executives is indicative of our commitment to repairing any damage to our relationship with Blaby District Council and I have every confidence that an acceptable conclusion can be reached. Let me stress that the meeting that the Chief and I had with Cllr Ernie White, the CEO Sandra Whiles, and the planner Rob Back, was highly productive in

setting the conditions for a much more constructive engagement at the 'working level'.

In isolation, however, I appreciate this is unlikely to be enough, so I have asked for a chief officer from the Force – and Chief Supt Sally Healey will be our representative on the Lubbethorpe Strategic Board. We are grateful for the invitation to this pivotal body and we are pleased to accept the opportunities that such liaison offers.

In addition, and subject to invitation, the Force's Director of Finance Paul Dawkins will attend meetings of the 'HPIG' (Housing Planning Infrastructure Group) to ensure that our voice is heard at an early stage. This Group is chaired by the Chief Executive of NW Leicestershire District Council, Christine Fisher.

Also, and as I'm sure you know, there is a county-wide Chief Executive's Forum. These regular meetings, between peers from all responsible authorities, must be (or, if they are not, must become) a key strategic driver of the partnership work-streams necessary over the coming years to provide our residents with the quality of services they expect and deserve. My Chief Executive, who already sits on this forum, will seek mutual agreement on the distinct areas of work necessary to achieve this. He will of course report progress to me – and I to you.

You will also be aware of the forthcoming additions to my responsibilities vis-à-vis the services provided to victims and witnesses. I wish, and have emphasised my determination, to engage fully with our partners in the development of our plans here. We have adopted an approach of every day conversations with key partners and stakeholders, so this will become very much a part of the office culture – effectively, 'business as usual'. This is essential to the success of the transition to the new arrangements and subsequent embedding of the services commissioned.

Moving on, my Commissioning Framework already deeply reflects the significant priority I place on working effectively with partners to secure effective outcomes. Recently, I have issued the updated Framework for consultation on commissioning of services in FYs 15/16 and 16/17. Members of the panel, and key partners and stakeholders, will have received an invitation to contribute to the consultation and I welcome comments and contributions to the proposals within the Framework. I hereby give my commitment that all will be considered fully.

My commitment to daily working with all partners, including wider engagement with them on key priorities (eg Mental Health) remains steadfast. For the same reason, I sit on and hopefully contribute to the likes of the Leicestershire Safer Communities Strategy Board. By working together with partners, we can indeed make a difference and both my team and I are well aware of the significance of these work-strands. We are all, I think, seeking to build on and enhance current relationships.

Mr Chairman, I will now turn to new initiatives and approaches from my office that will also contribute to this endeavour.

Firstly, at the recent meeting of the Strategic Partnership Board (on which representatives from all our statutory partners sit) it was agreed that a fundamental review was needed. This review has now been commissioned and it will include the supporting groups as well as the under-pinning Executive Board. I feel we need jointly to define its core purpose and the appropriateness of the associated administrative support. It is now over 18 months since I took office and it is timely to consider whether the

original raison d'être remains cogent and relevant.

Secondly, the Chief Constable and I will host a Partnership Summit in early October, to shape the joint creation of a shared Crime Reduction Strategy. We are acutely aware of the need to consult, listen and act upon partners' views and their potential to make a valuable contribution to ensure the optimum outcome for local residents.

Thirdly, as you are aware, overall responsibility for the Force's Infrastructure Growth and Design is delegated to the Chief Constable. However, following a review of my Office conducted by the Chief Executive, we are planning to enhance the support given to my Chief Finance Officer in order to align better the activities of Force resource planning with the strategic planning activity within my Office.

Fourthly, I have considered the importance of media and communications in some depth. I have instructed the relevant officers from my office and the force to develop a policy and/or protocol with peers in partner organisations. The aim is to share information on matters that have a significant impact on the image and reputation of Leicester, Leicestershire and Rutland and to promote an understanding of our shared vision on the likes of crime prevention, crime reduction and community reassurance. I should stress immediately that I am not seeking to place restrictions on freedom of expression but, rather, to create opportunities to promote joint working for the benefit of the public we all serve.

Another paper on this agenda will provide you with information on the review of communications and the latest developments, so I will not go into that here, but suffice to say that I think the changes I seek to make will improve our relationship with partners and our overall service delivery.

Finally, I have considered the structure of my team and its capacity to devote sufficient time and expertise to partnership working. As a result, I have created a new post dedicated to partnership support. The role of this key individual will be to boost our ability to react to, and meet demand from, partnership issues. I believe that this will prove hugely beneficial in our future working relationships, and I plan to have the individual in post as soon as possible.

To complement my own activities, I am now considering the appointment of policy advisors. If I decide to proceed, these posts would be on a part-time basis and they may well be political appointments (or to be fair, they may not, I haven't quite decided yet). The intention, Mr Chairman, is to bring on board people experienced in specific areas of critical policy work, who have the capacity to focus their attention on those key areas. As a minimum requirement, my current thinking is to have a Policy Advisor with a focus on Community Safety and Policing and, with the changes as a result of Transforming Rehabilitation and the Victims agenda looming, a Policy Advisor for Criminal Justice priorities. I am currently working up a firm proposal on this, with a view to implementing a Special Advisory Panel to support and work with me on developing future policy, advising on the impact of proposals and subsequent implementation. Any changes to structure from suggestions within this report would be met from within existing OPCC budgets and would not increase the cost of the office.

I hope, Mr Chairman, that you would agree that in just a few short weeks a great deal has been achieved. These, and previous actions, indicate my commitment and unswerving desire to foster efficient and effective relationships with partners – we are all here to serve the public and we all owe this to the people who put their trust in us. It is the people

who gave us the privilege of doing the job we do and I will do everything in my power to deliver on my pledges to them.

For the moment, that is as much as I can say. And, whilst I am happy to take questions, you will appreciate that there will be some aspects that simply have not yet been fully designed or implemented; it really is work in progress. My intention is to drive a continuing programme of improvement, and I think you may find it more meaningful if we were to review progress in, say, a year's time. For the moment, though, you can see my ambition in taking all of these issues most seriously.

Thank you."

Arising from the PCC's statement, the following points were noted:

- The PCC agreed that an adequate risk assessment as part of the action taken to go to a Judicial Review should have been completed. He further acknowledged that any decisions taken by the PCC or his office from this point forward would be better risk assessed;
- A new partnership post that was being created in the OPCC was currently being scoped. It would be a senior officer post and it was likely that the post would be externally advertised. The PCC was keen that the post would have sufficient seniority to enable the post holder to make decisions at partnership board level;
- It was intended to bring a report to the Panel in September on the structure of the PCC's office;
- To ensure effective partnership working, it was important that representatives of appropriate seniority and, where possible, delegated authority attended partnership meetings;
- The importance of aligning strategic priorities was emphasised;
- A group of political posts would be devised to form a "contact group" to assist the PCC and his office in effective decision making. The posts were unlikely to be remunerated beyond expenses.

RESOLVED:

- (a) That the PCC be thanked for his statement and that the work being undertaken to improve partnership working be welcomed;
- (b) That the progress made in moving partnership working forward be reported to the Panel's meeting on 29 September;
- (c) That a report on the structure and cost of the OPCC be submitted to one of the Panel's remaining meetings in 2014.

77. Change to the Order of Business.

The Chairman sought and obtained the consent of the Panel to vary the order of business from that set out in the agenda.

78. Police and Crime Commissioner's Annual Report 2013/14.

The Panel considered the PCC's Annual Report. A copy of the report, marked "Agenda Item 6" is filed with these minutes. The Panel was required as part of the Police Reform and Social Responsibility Act to consider and comment on the PCC's Annual Report.

Arising from a discussion on the contents of the Annual Report, the following comments were noted:

- The Annual Report was more detailed report than the previous iteration, in response to the comments made by the Panel last year;
- The geographical spread of resources to the neighbourhood police teams and CSPs aimed to prioritise against risk and ensure a consistent neighbourhood presence was in place across the Force area;
- The PCC continued to commission outcomes in support of the Police and Crime Plan with his annual budget of between £2.9 and £3.8 million. All commissioning activity was set out on the PCC's website. It was important to get partners' views on the new Commissioning Framework to ensure that the right services were being commissioned in the right areas;
- The strategic priority to achieve a reduction in domestic burglary offences by 13% was not being achieved – crimes had increased by 6.7% (3935 offences to 4199). The PCC was not happy that this situation had not yet been brought under control. He wanted to maintain ambitious targets to increase public confidence. It remained a focus of the Force to target a reduction in this area;
- The strategic priority to reduce violence against a person with injury by 2% was not being achieved – crime had increased by 15.7% (4365 offences to 5052). Theft from and of vehicles had also seen an increase. Were crimes to rise in these categories again next year, the PCC would regard the upturn in crime as a "trend";
- The Chief Constable stated that the British Crime Survey showed a reduction in crime nationally, but that this might not be the case for "recorded crime". He further stated that it did not include a significant sample from the Leicester Police Force area. However, the Office of Crime and Statistics showed that, last year, there was a national decrease in police recorded crimes and that this was backed up by the statistics in the British Crime Survey. The PCC did not regard Leicestershire's crime statistics as a "disaster" though he acknowledged that, at present, the figure showed that performance was not going in the right direction. The Chief Constable stated that he had seen more recent statistics that showed that some force areas were seeing an increase in recorded crime, particularly in the north of the country;
- It was recognised that it might be helpful to include some case studies and statistics in future Annual Reports around substance abuse and how many people had been helped through treatment;
- The setting of high targets was stressed as a possible demotivating factor for police staff. It was felt that achievable, yet challenging, targets were required;
- The formal method of measuring crime detection rates had changed nationally because of a perception that the previous measuring method led to some forces

“chasing” detections. The new method would hopefully lead to the best outcome for the victim;

- There was an absence of recognition in the Annual Report for the diversity and complex nature of the City, particularly in regard to engagement. Furthermore, there were specific crimes which affected specific communities which it was felt should be better taken account of. The restructuring of the Police PR and communication function (as referred to in Minute 80) would hopefully enable better engagement with non-English speaking communities and the “hard to reach”;
- The one-to-one meetings between the PCC and the Chief Constable were minuted meetings, though they were not open to the public. The Strategic Assurance Board was a formal public body that enabled the public to access information on performance;
- Victim satisfaction rates had either matched or exceeded targets throughout all strategic priorities. The Panel welcomed this news;
- It was felt that it would be helpful to indicate in the Annual Report where a small number of criminals were committing large numbers of crimes to give a more balanced picture;
- Monitoring of the progress made through the Mental Health Triage Car was done through the Strategic Partnership Board and the NHS Partnership Trust. At present, there was no case to add another car. The present car dealt with around 200 incidents per month.

RESOLVED:

- (a) That the PCC’s Annual Report be approved, subject to the comments made by the Panel;
- (b) That the comments made by the Panel form a report to be submitted to the Commissioner for his information.

79. The Restructure of Leicestershire Police.

The Panel considered a letter from the Chief Constable highlighting a number of high level changes to be made to the structure of Leicestershire Police. A copy of the letter, marked “Agenda Item 5”, and a supplementary high level briefing note from the Chief Constable, is filed with these minutes.

The Chairman introduced the item by highlighting that the PCC had previously made several comments in regard to the significant forthcoming changes, including the references made to this in the Police and Crime Plan. Reference was made by the Chairman to some of the concerns made by partners about a perceived lack of consultation on the changes.

In support of the Chief Constable’s letter, the PCC delivered a brief statement, as follows:

“In order to remain within ever decreasing budgets for policing, and to ensure that the police continue to provide the best possible service to the public, the Chief Constable has

been working hard with his colleagues in developing a new model for policing for the coming years.

I should stress that this is but the latest phase in a re-engineering of how policing is delivered in Leicester, Leicestershire and Rutland, a process that began some four years ago. I do fully accept that the City Mayor, Sir Peter Soulsby's concerns and indeed the media coverage that has ensued has led to some anxiety about the possible impact the new policing model may have had on communities, on neighbourhood policing and indeed on the well-established partnership links. For my part, I have tried to address some of those concerns publicly in media interviews and privately in a meeting with Sir Peter that happened last week. Whilst the design of policing services, the configuration of structures and the allocation of resources are indeed matters solely for the Chief Constable, I clearly have a very significant interest in what the model will look like and the impact that it will have. To be fair to Simon, he had only just completed the work in agreeing the general structure of the new model with his senior colleagues when Sir Peter made his concerns public. The intention had always been that, once agreed, he and his colleagues would then begin the next stage – sharing the general overview of the model with internal staff who will be affected, then with partners and key stakeholders and finally with the public at large. Central to this process is seeking the help of partners in designing the detail to ensure that the new target operating policing model is fit for purpose.

Much of last week was spent therefore unsurprisingly fast-forwarding to share those proposals with staff and partners and this important piece of work is underway at the moment. As part of that process, Simon will now present the overview of the model to this Panel and he will leave you all with a copy of the slide pack that he's about to give. Whilst the Chief Constable and his team plan to be speaking to you and your colleagues in the near future to share with you those details I would wish to take this opportunity to reassure you that the impact on local areas will be positive. Neighbourhood, local policing will remain the cornerstone of all of our communities. There will be no separation of local policing and the crime investigation parts of policing and our response to 999 incidents will be strengthened, our approach to non-emergencies will be more consistent and, I believe, appropriate.

I would like to hand over to Simon to give you some more flesh to hang on those bones and talk you through the Force Change Programme before we get to questions if we may Mr. Chairman."

The Chairman indicated that, prior to receiving the presentation he would allow Cllr. Russell to ask a question. Cllr. Russell stated that she was pleased that the Chief Constable was present at the meeting to provide more detail as part of the engagement process on the restructuring. However she reaffirmed that the Panel's role was to scrutinise the PCC, not the Chief Constable and, specifically his responsibilities to secure and efficient and effective police force for the area and bring together community safety and criminal justice partners to make sure local priorities were joined up. On this basis, she asked that, in future, the Panel have a standing item on the Force change Programme on the agenda for all meetings. She stressed that by doing this, the Panel would be enabled to scrutinise the PCC's engagement role in the Force Change Programme. Accordingly, she asked that the following information be including in future reports on this matter:

- The role the PCC had on the Change Board;

- The authority the PCC had in relation to decisions made on the Change Programme;
- How the PCC was assuring himself on the impact each element of the Change Programme would have on securing an 'efficient and effective' Force;
- The impact assessments the PCC had seen/requested/carried out prior to agreement of each element of the Change Programme, including equalities, financial, environmental and community impacts;
- How the PCC had met his responsibilities for 'bringing together community safety & criminal justice partners to make sure local priorities were joined up' regarding the Change Programme and also the variety of, budget forced, changes being made by partners;
- Any independent assurances the PCC was receiving regarding the Change Programme and the delivery of the Police and Crime Plan;
- Any impact the PCC believed elements may have on the delivery of the Police and Crime Plan and why.

The PCC indicated that he was happy to include this information in a standing agenda item to the Panel.

In support of his letter, the Chief Constable indicated that he was aware of the anxiety that the plans had caused amongst partners, that he was sorry that this had happened and that this had not been his intention. Though he acknowledged that it may not have appeared as such, both he and the PCC had always wished to take the Force Change Programme forward in an inclusive way.

The PCC stated that he felt that it was unfortunate that the offer he had made to the Panel through the Chairman to hold a briefing in June on, amongst others, this issue had been rejected by the Chairman. He felt that much of the difficulties experienced by partners on the issue of engagement could have been avoided if that briefing had been allowed to take place.

In response, the Chairman indicated that he was and remained concerned that the briefing could be perceived to be a "pseudo Panel meeting" behind closed doors. He stated that he had the full backing of the Panel in taking the decision to reject the offer. However, he further stated that he continued to request of the PCC and the Chief Constable a briefing on operational issues to aid the Panel's understanding of strategic matters. It was felt that the Strategic Partnership Board would have been an appropriate means through which the PCC could have briefed partners on the detail of the Force Change Programme; the PCC had taken that opportunity.

Cllr. Palmer asked whether external consultants had been engaged in the Force Change Programme and what their involvement had been thus far. The Chief Constable stated that consultants had been engaged in this work in January 2014 with a brief to bring their methodologies for delivering change within policing services to enable Leicestershire Police to deliver a change with a significant return on investment. The current policing model was unsustainable and the change was required within this financial year. This would equate to a reduction of 90 officers in 2014/15. The consultants spoke to a number

of frontline officers and their focus was to work within the Force, rather than to seek advice from partners at this early stage.

Arising from the Chief Constable's presentation, the following comments were noted:

- The changes would hopefully be implemented by early in the New Year;
- IT capabilities were a key element of the Plan. The Chief Constable was confident that the systems were robust, though some required modernisation. There were significant opportunities in this respect to increase public access through the use of mobile technologies. Mobile signal, particularly in rural areas, was an issue and was highlighted in the risk register;
- Middle ranks would be removed from Police staff, which would mean that much experience would be lost;
- Frontend delivery would be maximised as part of the Plan and recruitment going forward would be minimal;
- The knock-on effect on the career progression of officers was highlighted as an issue which may have an effect on staff morale going forward;
- Leicestershire's fleet costs were amongst the lowest in the country. Air support provision was now dealt with nationally;
- It would be helpful to have greater detail in regard to risk included in the Plan. The Chief Constable was happy to include this in future reports to the Panel.

RESOLVED:

- (a) That the Chief Constable's presentation be noted;
- (b) That the Panel receive a standing item on the Force Change Programme at future meetings.

80. Update on the Review of Communication and Public Engagement.

The Panel considered a report of the Police and Crime Commissioner concerning the Review of the Police's Communication and Public Engagement function. A copy of the report, marked "Agenda Item 7", is filed with these minutes.

The Chairman invited the Chief Executive to report on the Review. The following points were noted:

- The report was written prior to a consultation exercise with staff groups and for that reason was vague;
- The formal "shared service" being proposed was innovative. It would be jointly accountable to the Chief Constable and the PCC;
- It was hoped that the new arrangements would be in place by early 2015;

- The shared service would increase resilience and capacity to enable the Chief Constable and his officers to engage at the appropriate level and for the Chief Constable and the PCC to engage the many communities in what was an increasingly diverse force area;
- It was suggested that more detail could be reported at the Panel's meeting in September.

The PCC reported the following:

- The success of the new shared service was of the utmost importance;
- The current PR and engagement function was not adequately equipped to deal with the requirements of the new governance structure of a PCC (strategic matters) and a Chief Constable (operational matters);
- It would be lean and accountable – a single team able to service two corporation souls with differential levels of detail;
- There would be issues that would need to be clarified in relation to promotional work in the lead up to elections.

The Chief Constable reported the following:

- Engagement at neighbourhood level was increasingly complex given the diversity of the Force area. The new structure would enable this to happen in a more consistent way;
- There would need to be an operational/political "firewall";
- The new structure would enable the Force to do more work on insecurities and the positive influence of public behaviours.

Arising from the information provided, the point was made that the report had insufficient detail to enable a useful debate to take place. If necessary, the Panel would be able to receive exempt reports.

RESOLVED:

That the matter be deferred to the Panel's meeting on 29 September for a full update on the detail on the progress of the Review of Communication and Public Engagement.

81. Performance Reporting Framework 2014/15.

The Panel considered a report of the Police and Crime Commissioner concerning the Performance Reporting Framework 2014/15. A copy of the report, marked "Agenda Item 8", is filed with these minutes.

In introducing the Framework, the Chief Executive reported the following:

- The Performance Reporting Framework would be taken forward in a more partnership focused way;

- The new Framework was a response to the Public Affairs Select Committee's report entitled "Caught Red Handed" which suggested a move away from targets, which were felt to be demoralising.

In response to questioning by the Panel, the following comments were noted:

- The Framework stated that there would be quarterly reporting from CSPs to suggest what they had done to support the Police and Crime Plan. A suggestion was made that the Force could in future report back on what it had done to support the priorities of the CSPs;
- It was felt that the partnership emphasis should be better reflected in the content of the Framework. Work was ongoing on this issue;
- Crest Advisory had appraised the Framework and commented that it was one of the few in the country that had received data contributions from all partners and CSPs;
- Female Genital Mutilation had not been raised as an issue in the current Plan, though it would be acknowledged in the next iteration of the Plan.

RESOLVED:

That the Performance Reporting Framework be noted.

82. Date of next meeting.

It was NOTED that the next meeting of the Commission would be held on 29 September 2014 at 2.00pm.

9.30 am - 12.45 pm
14 July 2014

CHAIRMAN

POLICE & CRIME COMMISSIONER FOR LEICESTERSHIRE POLICE & CRIME PANEL

Report of	POLICE AND CRIME COMMISSIONER
Date	29 TH SEPTEMBER 2014
Subject	FORCE CHANGE PROGRAMME UPDATE
Author	CHIEF CONSTABLE

Purpose of Report

1. To present to the Police and Crime Panel an update on the Force Change Programme which is in response to Strategic Priority 18 in the Police and Crime Plan:

“With staff and partners, transform the way we protect our communities and deliver over 20m in revenue savings by 2016/2017”.

Recommendation

2. It is recommended that the Police and Crime Panel note the contents of the report and the progress made.

Background

3. Leicestershire Police has delivered significant savings through its Change Programme over the past few years. The Police and Crime Plan set the outcomes expected for the current phase of the programme which included establishing a vision for Leicestershire Police that is radical, challenging and will deliver the policing priorities of the Police and Crime Plan with the resources available. It also set the requirement to use evidenced based business cases for change. The vision is set out at Appendix A and has been presented to the Panel previously.
4. The Change Programme includes ‘business as usual’ transactional changes, together with a new operational policing model which will deliver transformational changes. The changes intended to transform services have been developed under the internal heading of Project Edison.
5. The current Medium Term Financial Plan highlights the remaining requirements from the original identified shortfall of £23m between the years 2013/14 to 2016/17 (£34m over the full period of the spending review). The plan details

the planned changes and other savings which have been banked or are nearing completion of £7.7m. In addition, the new operational policing model is forecast to provide savings of over £9.5m. The medium term financial plan shows that only £5.8m of savings remain. Additional plans in place to meet this gap by the 31/3/17 are being developed.

Governance

6. The new policing model was presented to the Chief Constable in August 2014. This forms part of the Chief Constable's overarching plans for change, agreed in June 2013. The policing model will be presented to the Force Change Board for sign off on 25th September 2014. The Change Board, under the DCC's leadership, is the governance structure for the Change Programme. It reviews detailed business cases for all 'business as usual' changes, together with overseeing the development of the new policing model and the wider Change Programme. The PCC is represented on the Change Board, papers are provided to the OPCC and scrutiny applied to them at the meeting. Separately, specific updates are provided to the PCC at key times in respect of the new policing model to update him on progress. The final model and timescales for delivery will be shared with the PCC on the 23rd September 2014.
7. The overall plans have been shared with Leicestershire Police Staff and Officers, Trade Unions and Staff Associations. They have also been shared with key stakeholders and partners, including the Police and Crime Panel. There is on-going continued engagement, in addition to the statutory consultation for staff affected by the changes.
8. The Change Programme holds an equality impact assessment which is a live document. It brings together individual elements or work streams and their impact assessments, feeding them into an over arching document. This is both an internal and external facing EIA to identify any impact on our communities as well as on the Force's own people. As part of this process the plans have been presented to PAGRI and YPAG and there are plans to continue to do this with other groups.

Timelines

9. The new model will be implemented within this financial year. The timeline for implementation will be presented to the Change Board on 25th September 2014. Most change is planned within January and February 2015 although improved ways of working have been introduced already into the Force to establish processes and start to change culture.
10. Nearer implementation there will be communication with the public around how our services will change, what they can expect and how services will be more responsive to their needs. These will also reinforce important information such as who their local beat team and local inspector are and how they can contact us.

Scrutiny and Evaluation

11. The Change Programme is subject to a number of different levels of scrutiny. Her Majesty's Inspectorate of Constabulary (HMIC) annually review it under their 'Valuing the Police'. The fourth inspection reported in July 2014 graded

the force as 'good' in all four aspects of the inspection and reported the following:

'Leicestershire Police has made good progress in its response to the spending review challenge, and continues to develop its plans to address further cost reductions in the future while protecting its communities.'

HMIC found Leicestershire Police:

- a. is on track to achieve its required savings of £36.1m over the spending review period;
 - b. has clear plans in place to deliver all of the £10.4m savings needed in 2014/15, including the use of reserves and is finalising its plans to meet its savings requirement in 2015/16;
 - c. is planning to implement a new way of working supported by more efficient processes and delivered from fewer premises;
 - d. has a higher proportion of police officers working in frontline roles compared to other forces, despite a planned reduction of 335 police officers over the spending review period;
 - e. has maintained its drive on crime reduction and victim satisfaction throughout the spending review period.
12. The OPCC also commissioned an independent internal audit of the Change Programme to ensure it is fit for purpose and able to deliver its requirements. The most recent audit report in April 2014 carried out by Baker Tilly Risk Advisory Services found the following:

'Taking account of the issues identified, the Office of the Police and Crime Commissioner for Leicestershire and Leicestershire Police can take substantial assurance that the controls upon which the organisation relies to manage this risk are suitably designed, consistently applied and effective.'

The next audit is planned for February 2015.

13. A number of measures are being put in place to evaluate the effectiveness of the changes. These include developing and agreeing 'metrics' to ensure new processes are followed and the use of quantitative data to do so. However other information will be utilised, such as public satisfaction surveys, national crime surveys and feelings of confidence in local police by local communities, as well as continuing to assess the views of officers and staff. This post implementation review process will form part of the implementation plan.

Implications

Financial :	No new financial implications.
Legal :	None.
Equality Impact Assessment :	Discussed within report.
Risks and Impact :	This report covers a programme of work which carries a large risk for the organisation and the delivery of the Police and Crime Plan. This is recognised within the Change Programme and reflected through the governance arrangements.
Link to Police and Crime Plan :	Discussed within report.

List of Appendices

Appendix A – Force Vision

Background Papers

HMIC Valuing the Police 4 July 2014

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Appendix A

The Purpose of the Force will be to deliver “Our Duty - protecting our communities.”

The Chief Constable will lead a smaller force, with officers only in posts that require warranted powers or specific expertise. The force will have a more mixed economy in many front line and middle office roles through workforce modernisation and more police staff within roles traditionally performed by warranted officers. We will invest in our staff, seeking to professionalise the service and supporting personal accountability and performance. There will be a greater level of omni-competent officers and staff with less pure specialists. These will be managed within a reduced number of units and sections.

The force will remain committed to local policing, supporting communities to be empowered to deal appropriately with local low level issues, and take responsibility for preventing crime. This will be supported by officers and staff across the force, and through work at the regional and sub regional level to deal with more serious or complex threats. There will be a smaller local footprint with resourcing based on threat and risk, and supported through increased accessibility to policing remotely through technology and social media.

The organisation will focus on dealing with issues at their source through a proactive and preventative approach. We will be mindful of new and emerging threats and patterns of crime and disorder. We will do this through closer working with decreased partner resources, focusing on prevention, reduction and intervention. Collective commissioning will support this approach.

There will be more remote working, with less large stations and buildings and more small bases - some within partners buildings. There will be increased home working and flexible working, supported by an effective mobile services IT platform.

More business will be conducted remotely, through greater use of e-business, and through empowering communities and giving them greater personal responsibility for reporting crime on line, or through accessing services and information electronically. There will be decreased attended calls for service through efficient triage, dealing with more at source or through channel shift, and through increased reporting at access points for police services.

Our staff will feel empowered to make decisions based on common sense, free from unnecessary bureaucracy and demand, and with the technology and tools to enable them to carry out their roles effectively and efficiently.

Our organisation will have continuous improvement embedded within it, continually driving out inefficiencies and improving service to the public.

Strategic leadership and command will cut across force borders within the region, supported by many functions provided at a regional or sub-regional level. Some services, and some complete functions, will be provided by external companies through business partnering and out-sourcing.

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POLICE & CRIME COMMISSIONER FOR LEICESTERSHIRE POLICE & CRIME PANEL

Report of	POLICE AND CRIME COMMISSIONER
Date	29 TH SEPTEMBER 2014
Subject	PARTNERSHIPS UPDATE REPORT
Author	CHIEF EXECUTIVE

Purpose of Report

1. To present to the Police and Crime Panel an update on the work undertaken by the Police and Crime Commissioner and his staff on developing more robust arrangements to support partnerships across Leicester, Leicestershire and Rutland.

Recommendation

2. It is recommended that the Police and Crime Panel note the contents of the report and the progress made.

Background

3. Recent events and discussions that have taken place at Police and Crime Panel meetings have highlighted the need to enhance and strengthen support to partnerships. Indeed, the Panel requested that the Police and Crime Commissioner provide evidence that this work is taking place. At the last Panel meeting, assurance was given by the Commissioner during his introduction that early progress had been made. This report provides an update on these issues across several themes:
 - a. strengthening partnership relationships between the OPCC and local authorities;
 - b. strengthening relationships between the OPCC and Planning Authorities, as a result of the judicial review relating to Lubbesthorpe;
 - c. working closely with the Force as it delivers the Change Programme, ensuring that the partnership landscape is considered and strengthened;
 - d. support to the PCC in the delivery of policy advice and the production of policy, being aware of partner issues and risks;

- e. support to the PCC from a review of the OPCC, in particular creating new roles to enhance partnership working and strengthen partner relationships;
- f. co-leading a review of the Strategic Partnership Board and its sub-groups;
- g. ensuring that partners are engaged and involved in important policy implementation, for example Victims and Witnesses service.

Local Authority Relationships

4. The Police and Crime Commissioner has made a strong commitment to meet on a regular basis with all local authority Leaders, their Chief Executives and with the City Mayor. Meetings have already taken place and there is now a forward plan within the Engagement Strategy to continue with these meetings. These meetings will provide an opportunity for each organisation and the PCC to share issues, discuss future work and to deal with emerging threats and risks. In addition, the PCC has met with Chairs of Community Safety Partnerships, again to have a face to face discussion on emerging issues. These meetings will continue to be undertaken, in addition to the PCC or the CEO attending CSP meetings on a regular basis, subject to invitations being received by the OPCC.

Building a Better Relationship on Planning Matters

5. The recent Lubbethorpe discussions have given rise to a significant number of discussions between the PCC and the Chief Constable. In terms of governance, the PCC has devolved responsibility to the Chief Constable for the effective delivery of partnership matters as they relate to Estates, Planning and Infrastructure. This has meant that matters relating to planning and Section 106 contributions have been delivered by staff employed and directed by the force. This in itself is not a significant issue. However, what has become very clear is the need for the OPCC Chief Finance Officer, who will take on a portfolio responsibility to provide assurance on such matters to the PCC, to have a local resource supporting her in this work. As mentioned previously to the Panel, this is to be covered by a new role of Resources Manager, reporting to the CFO and being responsible for scrutinising the work and outcomes in areas such as infrastructure, planning, capital programme and investments. This will enable assurance reporting through the CFO and will give resilience within the OPCC.
6. In relation to the ongoing work with Blaby DC on the Lubbethorpe development, the PCC and CC have already held meetings with key members and officers in order to gain a better understanding of the issues. This has been complemented by a further meeting between Blaby senior planning staff and the OPCC Chief Executive and Assistant Chief Constable Kay during which both gave a strong personal commitment to work closely with the council as the development continues to be delivered. A plan is now being discussed between the PCC and the CC so that senior colleagues from the OPCC and the Force can become involved in future negotiations, as a result of the judicial review outcomes. The forward plan of other planning developments across the force area is also being reviewed within the OPCC so that appropriate resources can be applied going forward.

Working with the Force to improve Partnerships

7. The Commissioner and the senior staff of the OPCC have worked closely with the Force as the Change Programme has taken shape and ultimately the PCC received a full and detailed briefing on the formal proposals. What these discussions have highlighted is the urgent need to create opportunities to review, challenge and develop partnerships across the force area. The redesign of policing across neighbourhoods and communities means that partnerships will have a significant role to play in building strong and productive working arrangements within and across agencies.

8. A Chief Superintendent role has been identified to lead on this important work. To ensure that this work aligns with developments within the OPCC, the Chief Executive has agreed to work closely with the Chief Superintendent and joint plans will be developed. Examples of the type of work to be undertaken are as follows:
 - To understand and map out current partnership activity within the current operating model at strategic and operational levels across the 6 key partnership areas namely: Local authority, criminal justice, health, education, emergency services, business;
 - To utilise known demand analysis and identify the interdependencies with other agencies;
 - To consider the public voice and their expectations of policing;
 - To develop a partnership strategy which enables the force to articulate the levels of commitment and ambition towards different partnerships, both formal and informal;
 - To work with key partners and senior teams to enhance the partnership activity in line with the priorities and parameters set. This will focus on the formal partnerships and opportunities for collaboration and service transformation.

The above list is not exhaustive but provides an indication of the types of work being planned to enhance partnerships across the force area as the new policing model is implemented.

Direct Support to the Commissioner

9. The Commissioner discussed with the Panel at the last meeting his instruction to his Chief Executive to review the resources within the OPCC in order to “take stock” of the first 18 months in office and to ensure that key work areas were fully supported. This review, which is currently being consulted on with existing OPCC staff members, has given rise to a new role of Partnerships Co-ordinator. This role, reporting to an enhanced role of Head of Partnerships and Commissioning, will be pivotal in supporting and enhancing the partnership landscape as it relates to policing and community safety issues. There has been careful design in the development of the role, being mindful of the need to balance strategic direction within the Police and Crime Plan with the reality of existing partnerships and the need to review attendance and membership if needed. The Commissioner sees this new role as crucial in building strong foundations for the enhancement of partner relationships and joint working.

10. The second area highlighted at the last Panel meeting was policy support to the Commissioner, ensuring that he is cognisant of partner and stakeholder issues in the development of policy decisions and actions. A Policy Advisor Protocol has now been agreed with the Commissioner and this has enabled him to consider what direct support he requires. Policy Advisors will be personally appointed by the Commissioner and will report directly to him. They will be appointed for a fixed term and will advise and support in areas identified by the Commissioner. The first appointed Policy Advisor is the former Acting Deputy Chief Constable, Steph Morgan, who will be supporting the Commissioner on policy areas within the criminal justice environment, linking to key partnerships and forthcoming reforms, including victims and witnesses. Discussions are taking place with other individuals who can provide support to the Commissioner on other policy domains, including the significant changes emerging from the Transforming Rehabilitation programme. It is hoped that by having Advisors undertaking work on behalf of the Commissioner, there will be further opportunities to link with partners and agencies.

Other Significant Developments

11. A review is currently under way to look at the partnership structures at a strategic level. This involves reviewing the current Strategic Partnership Board (SPB) and its sub-structures. The Chief Executive is co-leading this work alongside a senior officer from the County Council and it is hoped that an initial report will be forthcoming at the end of September 2014. The OPCC continues to fully engage with partners at all levels and ensures that consultation on key products and reports is undertaken taking partner's views into account. This has been demonstrated by the review of the Police and Crime Plan, updated Commissioning Framework and the Victims and Witnesses Partnership Assurance Group. Relationships are strong and robust in all of these areas and this has enabled full and proper engagement in all key priority areas.
12. A Stakeholder Summit is currently being planned, to take place at the end of October 2014, bringing all partner agencies together in order to develop a joint Crime Reduction Strategy. This will be a significant development and provide an opportunity for every partner to share their respective strategic assessments so that a combined strategy can be created and agreed as the focus for crime reduction over the medium term.

Implications

Financial :	No new financial implications.
Legal :	None.
Equality Impact Assessment :	Developed as part of partnership work plans.
Risks and Impact :	None identified.
Link to Police and Crime Plan :	Discussed within report.

Person to Contact

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POLICE AND CRIME COMMISSIONER FOR LEICESTERSHIRE POLICE & CRIME PANEL

Report of	POLICE AND CRIME COMMISSIONER
Subject	UPDATE ON REVIEW OF COMMUNICATIONS AND ENGAGEMENT
Date	MONDAY 29 SEPTEMBER 2014 – 2 PM.
Author :	PAUL STOCK, CHIEF EXECUTIVE

Purpose of Report

This report provides the Police and Crime Panel (“the Panel”) with an update on the planned improvements to the functions of communications and engagement which have been agreed by the Police and Crime Commissioner and the Chief Constable.

Recommendation

The panel is recommended to note the contents of this report.

Introduction

Following detailed discussions between the Police and Crime Commissioner and the Chief Constable, a decision was taken towards the end of 2013 to conduct a comprehensive review of the existing communications and engagement functions of both organisations.

It was recognised that there needed to be significant improvement in a number of areas, including, but not limited to:

- Greater engagement with the many different communities of Leicester, Leicestershire and Rutland to encourage greater public participation in policing to achieve enhanced community safety
- The provision of greater access to service delivery, not least through the increasing use of websites for transactional services
- A greater drive towards changing public behaviour in order to reduce crime
- Greater public involvement in priority setting for policing in their local communities.

It was acknowledged that the new model for the delivery of communications and engagement activity needed to respond to, and support, a number of drivers, including:

- The constitutional responsibilities of the Police and Crime Commissioner, not least to engage and consult with the community
- The operational, tactical responsibilities of the Chief Constable including the need to deliver the Police and Crime Plan
- The growth in population of Leicestershire (up by around 10% over the last decade) and the changing needs and expectations of that population
- The Force Change Programme, which is changing the structure of policing and how policing services will be delivered in the future
- Changes taking place in partner agencies, including those in the Criminal Justice System
- The effect new technologies are having on how the public communicate and wish to access services
- The increasing collaborative work being done between Leicestershire Police and both neighbouring Forces and other partner agencies and the likelihood of even greater collaborative working arrangements in the coming years

Against this background, a review was undertaken of the existing communications and engagement arrangements for both the Police and Crime Commissioner and the Force.

Whilst seeking to build a more effective, innovative and responsive communications and engagement function, those conducting the review were also challenged to develop a model which would be leaner and more agile than the existing arrangements.

Summary of plans

As a result of the review and a subsequent programme of extensive staff consultation, a final model has now been agreed by the Police and Crime Commissioner and the Chief Constable.

A new shared service model is to be created, to support the communications and engagement needs of both the Police and Crime Commissioner and the Chief Constable, and to respond more effectively to the needs and expectations of local residents in local communities.

The new Communications and Engagement Directorate (the “Directorate”) will be led by a Director of Strategic Communications and Engagement who will have dual accountability to both the Chief Executive of the Police and Crime Commissioner and to the Deputy Chief Constable.

Responsible to the Director will be a shared business unit whose teams will deliver three main areas of functionality.

A Media Services Unit, comprising a manager and four posts, will be responsible for managing the interface between the Force and the Police and Crime Commissioner with local, regional, national and international journalists, handling media enquiries and releasing information through the media to the public about operational and strategic policing issues.

The unit will handle all communications issues relating to major incidents and support front line officers in their interface with journalists. In the event of critical incidents and emergencies involving other agencies, it will, where appropriate, undertake lead

agency responsibilities under the Local Resilience Forum's contingency plans to ensure the public receive timely, accurate, consistent and co-ordinated information.

Operating a shift pattern covering normal office hours, the unit will provide a fast-time 24/7 response to media enquiries and to support the management of incidents outside these hours on a 24/7 basis, 365 days a year.

A **Behaviour Change and Communications Unit**, comprising a manager and seven posts, will be responsible for developing campaigns and other communications products and initiatives to reduce crime and enhance community safety.

In part, it is hoped that this will be achieved by highlighting, in a bespoke and targeted way, how residents in local communities can help to protect themselves and their property. The unit will be directly informed by intelligence, research, surveys and local feedback from local people, partner organisations and key stakeholders.

It will develop communications products which directly respond to the needs and concerns of those local communities and partner agencies / stakeholders and so encourage greater engagement in policing and awareness of the need to enhance community safety.

The unit will work in greater partnership with other public sector bodies, and with the business, voluntary, charitable and private sectors in the force area to develop "joined-up" and more effective communications processes and products for individual key targeted audiences. The unit will operate at a very local level as well as, when necessary, at an organisation-wide and corporate level.

From an internal perspective, the unit will also be responsible for facilitating greater two-way communications and engagement within the workforce. At a time of unprecedented change in policing, the unit will play a pivotal part in communicating change internally and ensuring that officers and staff are equipped with knowledge and understanding of how the Force is evolving in terms of structure, process, and system.

The third unit within the new Directorate, a **Digital Media Unit**, will focus on how the Force and the Police and Crime Commissioner can harness new technologies to better consult and engage with the communities of Leicester, Leicestershire and Rutland and with partners and stakeholders.

With more than 80% of all households in Leicestershire now having daily access to the internet, this unit will help drive an increasing channel shift towards making greater use of digital and web-based platforms to communicate directly with more than 1 million residents.

This unit, comprising a manager and four staff, will also be charged with increasing the public's access to transactional policing services on-line in liaison with key departments in-force as well as with external agencies which, in part, will help reduce traditional demand and make more efficient the delivery of policing in the coming years.

In summary, it is intended that the Directorate supports the Force and the OPCC in engagement and communications activity with its many different audiences that is directly relevant and responsive, that influences behaviours, that delivers strategic priorities, and that harnesses new technology to meet changing public expectation and makes more efficient the delivery of policing services.

Implementation programme

An Interim Director has been appointed to manage the daily workloads and business of the existing structures and to oversee the transition to the new Directorate.

Working closely with the Human Resources Department, a timetable for implementation has been developed and is currently being delivered.

As part of this implementation, the agreed structure of the new Directorate and all new Job Descriptions were presented to those staff directly affected, together with their staff associations' representatives, at a recent meeting and they will shortly be having individual one-to-one meetings to discuss the impact the changes may have on them.

Taking into account the potential that some posts will require external recruitment activity to fill, it is anticipated that the Directorate will be fully operational by March 31st, in order to coincide with the launch of the new policing model.

Implications

Financial:	No additional spending is being incurred in creating this new Directorate of Communications and Engagement. All expenditure will be kept within existing budgets. This report is an update for the Panel to note, and does not have financial implications.
Legal :	No legal considerations have been identified.
Equality Impact Assessment :	The changes being planned are aimed at enhancing the quality, quantity and reach of communications and engagement between the Police and Crime Commissioner and the Force with all the many diverse communities in Leicester, Leicestershire and Rutland as well as with the workforce.
Risks and Impact :	There is a potential risk of redundancy for existing communications staff.
Link to Police and Crime Plan :	The creation of the new Directorate will help to support the successful achievement of the aims contained in the Police and Crime Plan and therefore the operational goals and strategic priorities of the Chief Constable.

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POLICE & CRIME COMMISSIONER FOR LEICESTERSHIRE POLICE & CRIME PANEL

Report of	POLICE & CRIME COMMISSIONER
Date	29 SEPTEMBER 2014
Subject	VICTIMS & WITNESSES UPDATE
Author	CHIEF EXECUTIVE (OPCC)

Purpose of Report

1. The purpose of this report is to share with the Police and Crime Panel the first Partner Update report into the implementation of Victims and Witnesses integrated services.

Recommendation

2. The Panel is recommended to note the contents of the report.

Background

3. The Office of the Police and Crime Commissioner has been working very closely with senior officers and local authority and criminal justice partners over recent months to prepare a strategic plan which brings about the implementation of a new and integrated support service for victims and witnesses in Leicester, Leicestershire and Rutland.
4. In July 2012, the Ministry of Justice set out proposals for improving support to victims and witnesses which focused on increasing support services to help them cope with the immediate impact of crime and to recover from the harm experienced. As part of the changes, responsibility for commissioning victim-specific support services will now be held locally under Police and Crime Commissioners, along with funding currently provided to the national Victim Support Service.
5. In Leicestershire, this transition will take place from April 2015 at which point the PCC will be responsible for a large part of the budget associated with services for victims, and will be commissioning services to improve their journey through the criminal justice system. Throughout the implementation of this new service regular updates will be provided to key partners and stakeholders. Attached to this report is the first edition of this update report.

Implications

Financial:	The total for 2014/15 is £731,363. The total for 2015/16 is £1.1m.
Legal:	Governance issues are highlighted in the report
Equality/Diversity Issues:	The actions within the Equality Impact Assessment for the Commissioning Framework have been completed and/or implemented.
Risks and Impact:	Included in the report
Link to Police and Crime Plan:	The Plan highlights the key strategic priority of “Supporting victims and witnesses” and this work supports the implementation of outcomes in this area.

Appendices:

Appendix 1 – Partner and Stakeholder Update

Background Papers

None

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Victims & Witnesses Commissioning**Partner and Stakeholder Update**

September 2014

Issue: 1

Contact: Sarita.adams@leicestershire.pnn.police.uk

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Summary

The PCC is formally taking over the Commissioning function for Victims and Witnesses from the Ministry of Justice from April 2015. His office has been tasked with preparing a plan around this, to be implemented in time for the April 2015 handover deadline.

Victim and Witness Commissioning has involved a range of local stakeholders, who have been engaged in the planning process, and specific consultation has taken place with victims, stakeholders and a representative local population sample to test model concepts around the commissioning in this area.

A Project Board has been formed to oversee and authorise each stage of the commissioning plan. In August 2014, the Board agreed to initiate the project to directly commission a fully integrated victim service. In addition, cope and recover services for domestic violence and sexual violence will be commissioned in partnership with the City, County and Rutland Councils.

This report aims to update the Strategic Partnership stakeholders on the plans and governance arrangements on this agenda.

Context

In July 2012 the Ministry of Justice published 'Getting it right for victims and witnesses' and set out proposals for improving support to victims and witnesses. This has led to the introduction of an outcomes based commissioning framework. The main outcomes are supporting victims to cope with the immediate impacts of crime and to recover from the harm experienced. It was also proposed that general victims' support services would be commissioned locally, i.e. by Police and Crime Commissioners. National services would continue for a number of specialist services. (see* at end of briefing).

The existing national service is provided by a charity, Victim Support, contracted by the Ministry of Justice. Victim Support has been given notice by the Ministry of Justice of termination of contract. The timing of this termination of contract depends on the choice of PCCs to take over commissioning responsibility in either October

2014 or April 2015. Leicestershire have opted to take over this responsibility from April 2015.

Any Victims' services commissioned must comply with two regulatory requirements:

- The Code of Practice for Victims of Crime – October 2013;
- The EU Directive on the rights, support and protection of victims of crime which was formally adopted by the UK on 4 October 2012, with implementation required by 16 November 2015.

Police and Crime Plan strategic priorities around victims

The PCC has committed to the following strategic priorities around Supporting Victims and Witnesses.

Strategic Priority	How this will be measured
To increase the reporting of domestic abuse and ensure a positive outcome for victims and witnesses of domestic abuse	<ul style="list-style-type: none"> •A victim focussed crime outcome •An increased awareness and use of domestic abuse services available across Leicester, Leicestershire and Rutland •Continuous improvement in the service provided to victims of domestic abuse offences
To increase reporting of serious sexual offences and ensure a positive outcome for victims and witnesses of serious sexual offences	<ul style="list-style-type: none"> •A victim focussed crime outcome •An increased awareness and use of sexual violence services available across Leicester, Leicestershire and Rutland •Continuous improvement in the services provided to victims of sexual offences
To increase reporting of hate crimes and ensure a positive outcome for victims and witnesses of hate crime offences	<ul style="list-style-type: none"> •A victim focussed crime outcome •An increased awareness and use of hate crime services available across Leicester, Leicestershire and Rutland •Continuous improvement in the service provided to victims of hate crime offences
To prevent ASB and to continuously improve the quality of service and response to victims of ASB	<ul style="list-style-type: none"> •Continuous improvement in the service provided to victims of Anti-social behaviour
To continually improve the quality of service and response to victims of crime	<ul style="list-style-type: none"> •Continuous improvement in the service provided to 'all crime*' victims

(Agreed by Police and Crime Panel July 14th 2014)

The above strategic priorities are underpinned by a number of interventions and approaches, one of which relates to the commissioning of the Victim and Witness Grant to be handed over to the PCC from April 2015.

The specific commissioning plans of the PCC are therefore directed (alongside the statutory requirements laid out by the Victims Code and the EU directive) by the PCC's commitment to Victims and Witnesses as laid out within the Police and Crime Plan.

PCC Planning

At the heart of the PCC's planning has been the actual **victim's experience** from the initial crime/incident of victimisation right through the criminal justice system to the point of outcome, whether the case is not progressed, closed or a court outcome reached and/or the offender completes their sentence .

Work commenced in the summer of 2013, to analyse the victim's journey and associated contacts with agencies, with a view to understanding this journey and identifying issues and opportunities. The work concluded that under current arrangements, a victim can have multiple contacts with multiple organisations throughout their journey, with no single organisation responsible for their aggregate and changing needs at different points along the journey. In addition, under current arrangements, Victim Support are not contracted to provide information that pertains to the offender and the progress of the case through the criminal justice system, and they do not deal with victims of more serious crimes or ASB. The service provided by Victim Support is widely considered as valuable and has been reviewed in some detail. Key review findings were:

- The current Victim Support contract value is £435,000 per year.
- There are about 86,500 crime referrals every year in Leicester, Leicestershire and Rutland and 24,000 "non crime" incidents which includes ASB.
- Victim Support currently receive details of approximately 26,000 crimes (with an identified victim) and are contracted to attempt to contact the victim and offer emotional or practical support which includes signposting to other support services.
- The service does not include supporting victims of more serious crime
- The current system of downloading information from the crime system does not provide a consistent level of information for Victim Support to assess vulnerability risk and there are ongoing victim data quality issues on the crime system.
- Victim Support does accept self-referrals, between 1.4%- 5% of the total contact details received.
- Victim Support are not contracted to have any interoperability with other organisations, although they do have access to the current police crime system CIS.

The project team has worked with the various stakeholders to understand current systems; referral routes, data sharing, formal and informal relationships between agencies and communication channels, and they identified and analysed both issues and opportunities. The project team also “horizon scanned” to check for any imminent organisational changes which may have an impact, favourable or otherwise on the Victim. This also included examining other PCCs approaches and regional and national plans.

Further to the above, the project team has worked on a concept model for a service and this has been independently consulted on with victims of crime, high risk groups (vulnerability), representative Leicester, Leicestershire and Rutland population samples and providers of victim-facing cope and recovers services. In addition, a briefing was sent to the Victim and Witness Partnership Assurance Group for specific comment by members.

The Project Board met in August 2014 to receive and then check and challenge the details of the proposals. The detail below outlines the service model now agreed, and the commissioning plans around this.

PCC Commissioning Plans

There are three distinct commissioning plans – shown in the highlighted boxes

1) The PCC will commission an Integrated Victim Service (*Victim First*) which will be able to track victims of recorded and self-reported crime throughout the criminal justice system and beyond. This service will be entirely victim-focused and will provide information, advice, practical support and access to “cope and recover” services specialised by crime type and victim vulnerability and proportionate to victim need.

Elements of the Commissioned Integrated Victim Service will include:

Confidential information, advice, emotional and psychological and practical assistance – specialised by crime type and vulnerability need (for example, hate crime/sexual violence/domestic violence, non-domestic violence, young victims, ASB, domestic burglary, vehicle crime)

Services available and accessible as close to the time of the crime as possible

Needs-based service provision – levels of provision proportionate to the degree of harm experienced by the victim

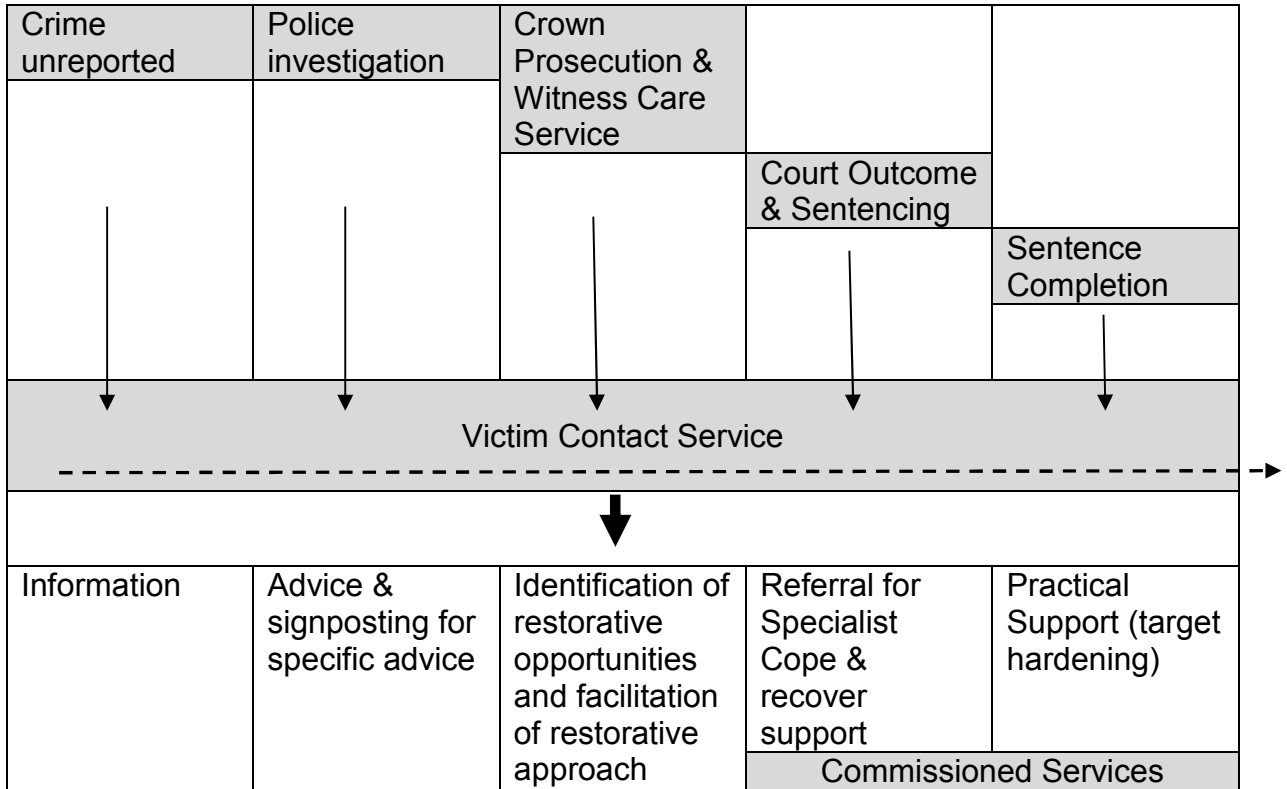
Cross-organisational victim tracking system throughout the criminal justice proceedings

Access to a range of restorative approaches and restorative justice facilitation

Value £749,080

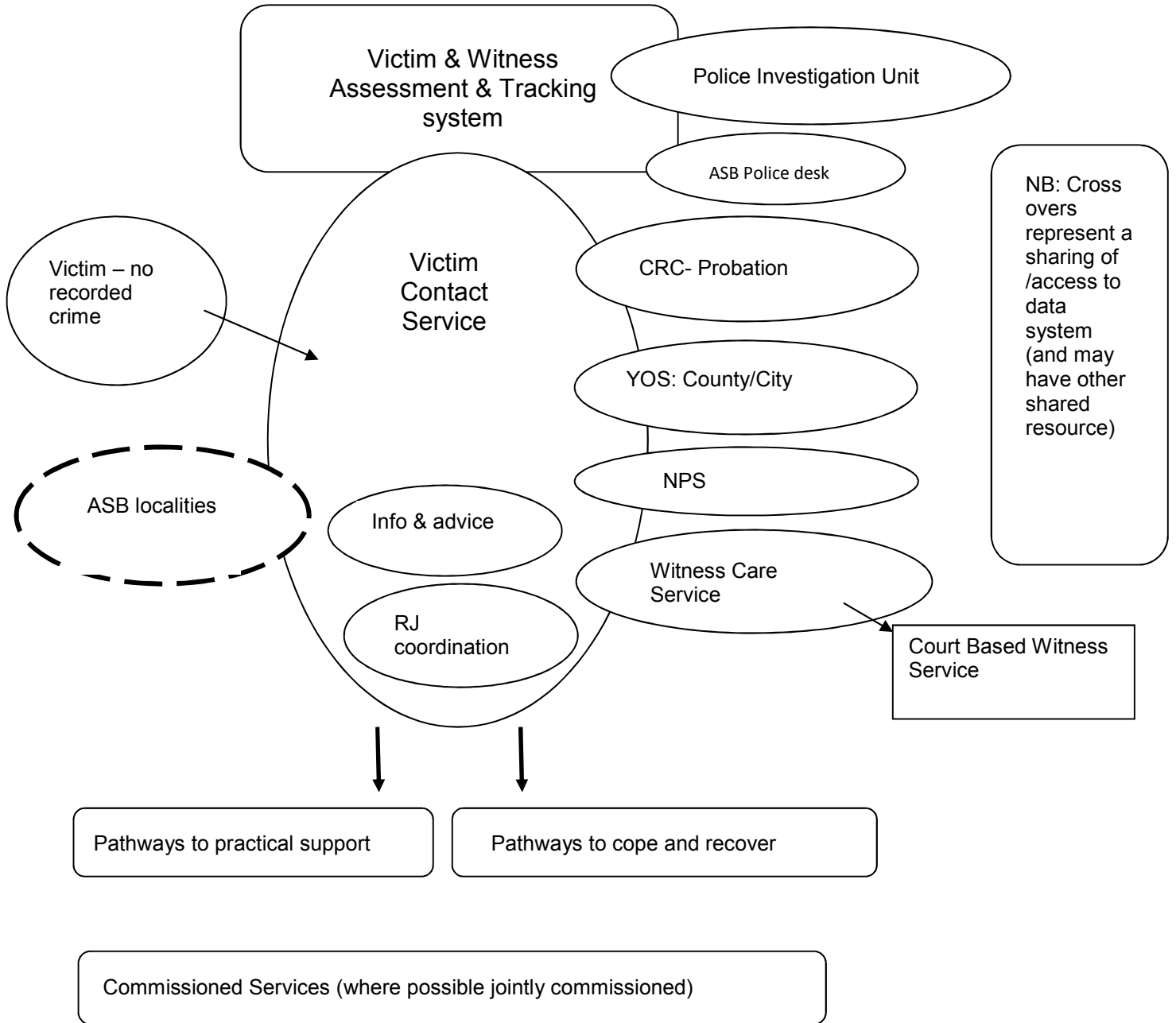
In order to achieve the above, maintaining a route of communication with the victim regardless of their stage within the criminal justice system or other proceedings, or the length of the proceedings, is crucial. The overview model is illustrated in figure 1 below.

Figure 1



Further to discussions with a wide range of partners (which have included on-site visits and examination of other client management systems and referral systems, as well as costs and potential opportunities for efficiencies) integrated elements of the model have been identified and are illustrated below in Figure 2.

Figure 2



2) The PCC will provide funds to protect and provide the provision of a minimum standard of support, regardless of place of residence within Leicester, Leicestershire and Rutland for

- Victims of sexual violence - around the Independent Sexual Violence Advisors (ISVA) role (adult and child) & LLR wide telephone helpline;
- Victims of domestic violence – around high risk/repeat victim safety and outreach support, LLR wide telephone helpline.

The PCC will seek to commission the above in partnership with Leicestershire County, Leicester City and Rutland Councils, aligning and where appropriate, combining budgets and procurement processes to improve service quality and provision, maximise the use of resources and the achievement of efficiencies.

Ensuring equity of resourcing and provision is a key concern of the PCC, and the above commissioning arrangements must reflect this.

Value: £260,000

3) The PCC will commission a practical support/target hardening service for those assessed as vulnerable and/or at high risk of repeat victimisation

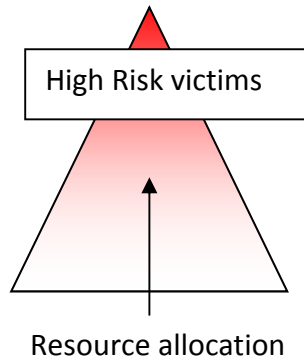
Value: £45,000

Finance & Commissioning

The PCC has a finite budget of £1.1m per annum for Victim and Witness Commissioning which is not new money, but represents a transfer of multiple commissioning “pots” from the Ministry of Justice. For 2014-2015 the PCC has additional funds allocated under grant conditions to help the transition which gives the PCC a window of opportunity to develop a robust and needs-based service which will otherwise not be repeated, as funds are not to be “rolled over”. In addition, the PCC has worked with partners to secure a further £398k for 2014-2015 for two separate projects around sexual violence and domestic violence which must be completed by the end of March 2015. These two projects have been structured to support existing commissioning processes and to test force-wide strategic planning opportunities.

The challenge of meeting extensive needs with finite resources has been particularly complex given the different funding arrangements and plans across localities. Stakeholders have communicated their concern around equity of resourcing and this is an area that has been carefully considered as budgets have been examined. In order to adopt an equitable approach, commissioning plans will reflect, as far as is possible, a minimum standard of victim service that should be provided for all victims

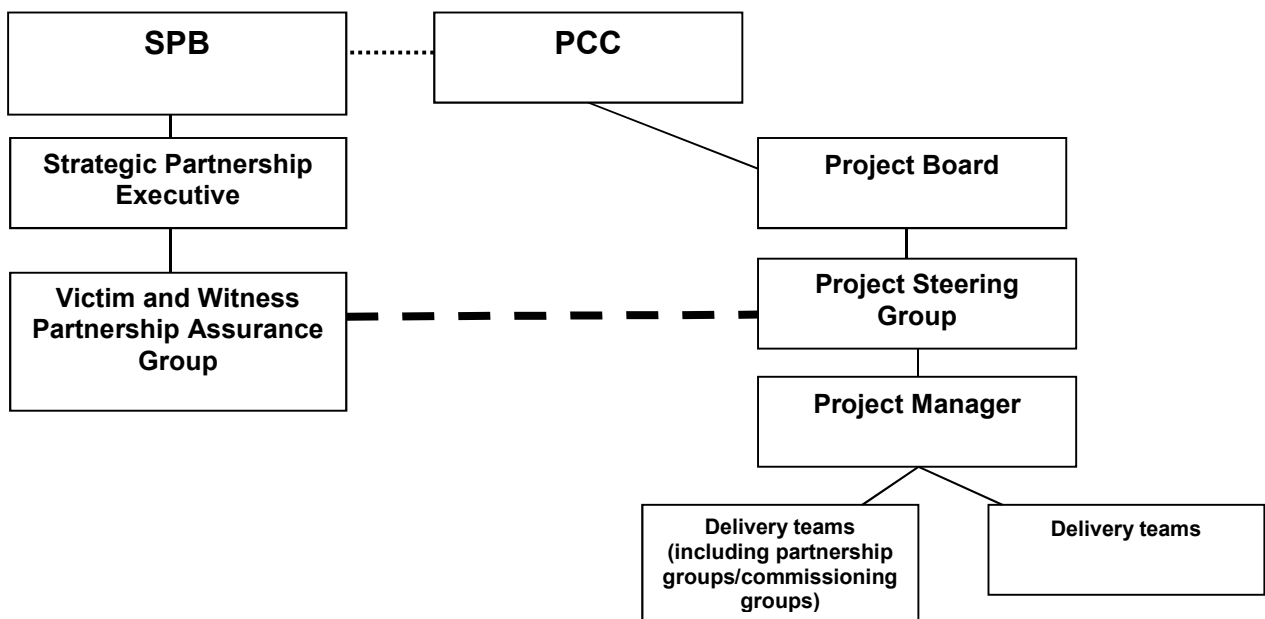
which can be enhanced as resources and local planning permits. This approach will therefore be risk based, proportionate to need.



There are a number of services commissioned, notably around domestic violence and sexual violence, which will cease to be funded through existing arrangements from April 2015. The commissioning plans for these services is to be picked up in the commissioning plans (1) and (2) above and will be taken forward through collective partnership commissioning plans.

Governance & Risk

The PCC has established a governance model which is in the process of being implemented and tested.



The Victim and Witness Partnership Assurance Group is proposed as the vehicle through which key stakeholders can check and challenge the “build” of the new service. A number of meetings have been scheduled between now and March 2015.

Risk Considerations

The development of an integrated victim service is a complex task, as there are multiple interfaces and data capture and action points; the integrity of the system in terms of confidentiality, in particular, is essential. The table below outlines the high level risks identified, and mitigation plans proposed. However, the collective impact of the risks described amount to a single significant risk within the given time frame of service start for April 2015. This risk relates to the likelihood that the information and resource interfaces will take some time to test and refine before they are fit for purpose. With this likely event in mind, the security of victim information and therefore confidence of the victim in any new service must be protected during the time of transition and change through established information agreements and established IT firewalls.

The Project Board has therefore agreed that the integrated victim service should be built as an “arms-length service” of the OPCC, hosted for two years by the OPCC in preparation for full EU procurement and contract award from April 2017. Full procurement would start during 2015.

High level risks

As noted above, the following have been identified as high level risks and mitigation proposed in addition to the overarching hosting mitigation plan being put in place.

Risk	Mitigation
a)The quantity and complexity of data systems and statutory requirements may mean that an additional client management system to look after victims would become unmanageable and decrease efficiency, especially in the likely event that changes occur in the progress of a crime through the criminal justice process e.g. if a case is not progressed.	a) Select a single client management system with minimum data transfer/ data disruption from crime recording systems in place locally which can be updated automatically to show crime progress through criminal justice system
b) Managing victim data across a number of organisation platforms increases data protection risks	b) Select co-location of systems as opposed to integration of systems with protocols and policies under contract, and audited.
c)Data protection risks may reduce victim’s trust and use of the service	c) Select a client management system with robust access right functionality to restrict non victim contact service access to victim information
d)Organisation’s systems may change over time	d) As (b)
e)Victims may not trust a Victim Contact Service if it is perceived to be led by the Police	e) <ul style="list-style-type: none"> • Develop and promote an “integrated” brand for the Victim Service

	<ul style="list-style-type: none"> • Develop an integrated management team for the victim contact service made up of key organisations shown in figure 2. • Where possible “sub contract” under a clear specification, discrete victim contact teams (covering specific crime/victim type areas) with standardised protocols/policies/system usage. • Location choice to be independent of operational police premises, although de-commissioned PCC owned premises may be considered
f) Statutory and/or contractual agreements may require multiple organisations making separate requests around victim satisfaction	f) Development of a single independent comprehensive method for measuring victim satisfaction that satisfies as many of the key stakeholder’s statutory and contractual requirements as possible. Coordinate and schedule any residual questions/survey types to avoid negative victim impact.
g) Victim and Witness services and projects currently funded through the PCC (Partnership Locality Fund (PLF)/ grant) may cease in April 2015.	g) See section on Finance and procurement
h) The model proposed is not what victims of crime want or would use.	h) Completion of a “concept test” with victims ahead of model agreement. This work has been completed.
i) The proposed model may not be implementable by April 2015	i) The transition plan would be managed in stages, with provision for either an extension of the current contract or phased transition model. The minimum service to be protected during transition would be continuation of service as delivered currently through Victim Support and an agreed minimum for cope and recover services.

*Nationally commissioned services for victims of *Human trafficking*

Homicide (bereaved families)

Rape

Cloaked crime (those crimes involving police officers)

Forced marriage and honour based violence

Fatal road collisions and victims with serious injuries (bereaved/affected families)

Court based witness service

Some national helplines

Victim & Witness Commissioning Project team contacts

Strategic Lead for Victim and Witness Commissioning and overall Project Manager:

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Sarita.adams@leicestershire.pnn.police.uk

0116 229 8706

Cope & Recover Services Commissioning Project lead:

Gillian Conway

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07528 970 264

Victim Contact Service Commissioning Project lead:

Graham Dalrymple

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07748 152 002

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POLICE & CRIME COMMISSIONER FOR LEICESTERSHIRE POLICE AND CRIME PANEL

Report of	POLICE AND CRIME COMMISSIONER AND CHIEF CONSTABLE
Date	MONDAY 29 th SEPTEMBER 2014
Subject	QUARTER 1 - PERFORMANCE REPORT
Author	MS SUZANNE HOULIHAN AND MR JONATHAN WHITE

Purpose of Report

1. The purpose of this report is to inform the Police and Crime Panel on performance towards achieving the objectives in the Police and Crime Plan and to update the Panel on progress made to develop the performance framework to further reflect the partnership contribution to achieving the objectives in the Police and Crime Plan.

Recommendation

2. The Panel are recommended to note the contents of the report.

Background

3. The original Police and Crime Plan performance framework has been in consultation with partners through a series of meetings for over twelve months. A partnership performance framework was presented to the Panel in July 2014. During discussion in the performance meetings it was agreed that data would be sent to the Office of the Police and Crime Commissioner (OPCC) for consolidation into a dashboard after validation and presentation to an individual organisation's governing body or panel. Therefore some data may not be available in the dashboard at a given time. The Quarter 1 dashboard shows numerical data and binary comparisons; in future reports there will be an assessment of performance using statistical process chart analysis, year on year comparisons, rolling twelve month comparisons and predictive analysis.
4. **Quarter 1 Performance – Please refer to Appendix A – Performance Dashboard**
5. **Strategic Priority 1 – Preventing and diverting young people from offending**
 - 5.1. Quarter 1 data is to be presented to the Youth Offending Management Board in September 2014 and will be available for publication thereafter.

6. Strategic Priority 2 – Reducing re-offending amongst young people and adults

- 6.1. There is a 58% reduction in offending among those aged 18-24 years old. Further details of the cohort and contextual information are to be provided to the reducing re-offending board on the 19th September 2014 and will therefore be available for publication after the board meeting.

7. Strategic Priority 3 – Reducing alcohol and drug related offending and re-offending

- 7.1. Treatment data and Criminal Justice (CJ) data has recently become nationally unavailable, therefore there is no available data to show the direction of travel for the first two measures on the dashboard. Local agencies are working with national departments to find a resolution to this issue. It may be that there has to be influence from PCCs on a local and national basis to support the reissuing of this data and the Panel may wish to discuss how they can also support in this.

- 7.2. There is no data currently available to measure reoffending rates amongst offenders entering a CJ drugs treatment programme. This is due to a decision made by Public Health England. A long term local solution has been identified locally and the Planning and Performance Co-ordinator is meeting with the IOM (Integrated Offender Management) Performance Analyst to confirm a terms of reference for the reporting of this data.

- 7.3. There has been a reduction in the number of incidents recorded in or near licensed premises during the night-time economy hours of 7pm to 7am. The data shows a reduction using a binary comparison only and therefore more data will be collated to show longer term trends.

8. Strategic Priority 4 – Reducing crime and Anti-social behaviour caused by families in a Troubled/Supported families programme

- 8.1. Data has been received in respect of both re-offending and ASB committed by members of families engaged in Troubled/Supported families. These data sets are being primarily used to set a benchmark of 'what success looks like' and trends will be monitored and reported upon when an adequate data set is available.

9. Strategic Priority 5 - To increase reporting of domestic abuse and ensure a positive outcome for victims and witnesses of domestic abuse

- 9.1. Currently the level of reports of domestic abuse are within expected levels, although it is acknowledged that this is an area of under reporting, and so the Police and partners are working together to try to encourage more victims of this type of crime to feel confident to report.
- 9.2. The force has adopted a new power to protect victims of domestic violence. Domestic Violence Protection Orders (DVPOs) are civil orders which can effectively ban a domestic violence suspect from returning to a property where he/she is likely to cause further domestic violence. Initially

these can be granted on the authority of a senior police officer for 48 hours, and they can be extended by magistrates to 28 days. As they are civil orders, a lesser burden of proof is needed than for criminal charges. They allow the victim to remain in their own home, giving them time to consider their options, instead of having to make the decision on whether to go to a refuge or alternative at short notice.

10. Strategic Priority 6 - To increase reporting of serious sexual offences and ensure a positive outcome for victims and witnesses of serious sexual offences

- 10.1. Performance indicators for this priority remain in development with the City, County and Rutland performance leads and partners specialising in understanding and reporting on safeguarding performance. These will be supplied in the Quarter 2 dashboard.
- 10.2. Victim satisfaction data is available although due to small numbers an amber assessment is provided.
- 10.3. The level of reported Rape offences was significantly high in May 2014. This follows a particularly high level of reporting in 2013/14.
- 10.4. The force was recently inspected as part of a national programme by the HMIC (Her Majesty's Inspectorate of Constabulary) regarding the "no criming" of offences. It was found that the force's crime recording practices are sound, and further internal audits back up these findings.
- 10.5. It is felt that an increased level of reporting in this area is reassuring as it is a sign that there is confidence from the victim that they have reassurance in a thorough Police investigation.
- 10.6. Nearly 60% of recorded Rape offences are reported more than a week after the date of offence. Nearly a third are over a year old, which could be inferred is at least in part due to the increased media coverage of several high profile court cases regarding rape and sexual assault offences.
- 10.7. The force has recently appointed the first of four part-time ISVAs (Independent Sexual Violence Advisors) to be working at Keyham Lane Police Station within the Signal Team (Force Rape Investigation Team). This will enhance the important working relationship with Signal Officers and partnership agencies to ultimately provide the very best service for victims of sexual violence.

11. Strategic Priority 7 - To increase reporting of hate crimes and ensure a positive outcome for victims and witnesses of hate crime offences

- 11.1. The levels of both recorded crime and satisfaction are within expected levels. There has been a slight increase in the number of reported hate crimes since February 2014, and this is seen as positive as more victims feel confident that their crime will be dealt with effectively.

12. Strategic Priority 8 - To prevent ASB and to continuously improve the quality of service and response to victims of anti-social behaviour

- 12.1. Both the number of reported ASB incidents and satisfaction levels are currently within expected levels.
- 12.2. The force, in conjunction with the Police & Crime Commissioner, recently launched three new ASB cars dedicated to tackling ASB, problem solving and finding long term solutions to the issues.
- 12.3. The force has also recently run an internal corporate communications scheme named Get Out. This aims to re-emphasise the importance of getting out of stations and vehicles, speaking to the victim, taking positive action and keeping the victim updated on the progress of the investigation.
- 12.4. Victim updates can now be carried out using SMS text message via the force intranet, making it easier for officers to communicate in this way, if that is what the victim wishes.

13. Strategic Priority 9 - To continually improve the quality of service and response to victims of crime

- 13.1. 'All User' satisfaction constitutes satisfaction levels from a sample of burglary, vehicle and violent crime victims. In the first quarter of the current year, satisfaction levels have remained significantly high, with April 14 recording the highest level since February 2012.
- 13.2. This improvement can be attributed to the work of the service improvement steering group, chaired by the ACC which continues to monitor satisfaction levels force-wide and seeks to improve the service to victims based on feedback received.
- 13.3. It was found that the main factor of low all user satisfaction was actually as a result of violent crime satisfaction, and the follow up service the Police give to victims when their crime is being investigated.
- 13.4. A great deal of work has been done in this area, the result of which is now being realised.

14. Strategic Priority 10 - To continuously improve the police service to the communities of Leicester, Leicestershire and Rutland

- 14.1. The latest Community Based Survey (CBS) results show that confidence in Leicestershire Police continues to rise. This is extremely good news and is a strong indicator that the Force continues to address local concerns in an effective way.

15. Strategic Priority 11 - To reduce all crime

- 15.1. A positive step change in crime levels has been achieved since December 2013; although not significantly significant these lower levels remain stable at present. It is predicted that these levels will continue to be achieved into Quarter 2.

16. Strategic Priority 12 - To reduce domestic burglary and ensure a positive outcome for victims of burglary offences

- 16.1. Domestic Burglary is an area of significantly good news. Although the dashboard shows a binary comparison increase on last year, the force has successfully reduced crime from a period of a high level of offending between October 2013 and February 2014. The number of reports within the first quarter 2014 has been very steady and the force will continue to keep this type of criminality as one of its priorities and deploying extra resources where appropriate.
- 16.2. Although not significant, satisfaction levels for Burglary are currently lower than in past years. This is being addressed by the service improvement steering group.

17. Strategic Priority 13 - To reduce violence against the person – with injury and ensure a positive outcome for victims of violent crime – with injury offences

- 17.1. Violence against the person with injury includes offences such as actual bodily harm and grievous bodily harm. There has been a continued reduction in this type of offence, since a high year in 2013/14.
- 17.2. There has been significant work relating to these types of offences, and this remains one of the force's priorities in 2014/15. This type of criminality has a large link with the night time economy and a violent crime group also focuses on reducing actual bodily harm and grievous bodily harm.
- 17.3. The service improvement steering group has focused on violent crime as it was the crime type which had the lowest satisfaction rate of the three all user constituent parts.
- 17.4. The service improvement steering group particularly focused on actual bodily harm (ABH) and common assault offences. The group looked at service provision from first contact to follow up, identifying any improvements that could be made and implementing change. This work has resulted in a significant improvement since December 2013.

18. Strategic Priority 14 - To reduce vehicle crime and ensure a positive outcome for victims

- 18.1. The level of Theft of Motor Vehicle offences has remained controlled over a number of months, with only minor fluctuations month on month, until the end of quarter one, where the level was statistically high.
- 18.2. The increase has been due to a number of motorbikes/mopeds being stolen, particularly from around the Hinckley Road area of the City Centre.
- 18.3. Various tactical options are being employed in the investigation and prevention of offences. A key nominal has been arrested and charged in respect of this criminality.
- 18.4. The level of Theft from Motor Vehicles has remained low in quarter one, and the force reacts to any short term spikes in offending as part of its

daily tasking meetings, deploying resources effectively to mitigate any threats.

- 18.5. Satisfaction levels have taken a slight dip in June, and these will continue to be monitored by the service improvement steering group.

19. Strategic Priority 15 – To prevent child abuse and sexual exploitation (CSE) and provide a safe and supportive environment for victims and witnesses

- 19.1 A meeting is scheduled to provide advice and guidance and jointly agree the most appropriate performance measures to assess how well a safe and supportive environment for victims and witnesses was/is being provided. This will take into account where possible the impact of changes for Victims and Witnesses and it is anticipated this will be included in future reports.

20. Strategic Priority 16 – Improving the response, service and outcomes for those with mental health needs

- 20.1. The mental health partnership has designed a performance management framework based on the partnerships' priorities for 2014-2015. These priorities are:

- 20.1.1. Resolving conveyancing issues
- 20.1.2. Providing mental health training for front line staff
- 20.1.3. Oversight and review of partners joint policies and protocols

20.1.4 The framework was finalised on 29th August 2014. See Appendix A for details of measures. A quarterly report will be provided to the Mental Health Partnership Board and published alongside the dashboard thereafter.

21. Strategic Priority 17 - To reduce the number of repeat missing person reports

- 21.1. In quarter one of 2014/15 there was a total of 613 reports of missing people. This is slightly higher than previous quarters but not significantly high.
- 21.2. The 613 report relates to 412 individuals, which again is slightly higher than previous quarters but not significant.

22. Strategic Priority 18 – With staff and partners, transform the way we protect our communities and deliver over £20m in revenue savings by 2016/2017

- 22.1 In the Police and Crime Plan 2013-2017, the PCC set the force a challenge to achieve over £20m in revenue savings by 2016/17. In June 2013, the force presented the change plan to the PCC which at a high level identified both transactional and transformational changes to achieve the required savings.
- 22.2 Through the Change Board, the force keeps a regular track of the savings which when agreed are reflected in the Medium Term Financial Plan to ensure financial and operational decision making is aligned. The OPCC is represented at these meetings.

- 22.3 In addition to the more transactional change board projects, the major change relates to the implementation of a new delivery model and has been developed through Project Edison which has provided evidence based proposals as a step towards a transformed force *“to provide a vision for Leicestershire Police that is radical and challenging and will deliver the policing priorities for the Police and Crime Plan within the resources available.”*
- 22.4 The current Medium Term Financial Plan was based on the original identified shortfall of £23m between the years 2013/14 to 2016/17 (£34m over the full period of the spending review). The Plan shows that savings from transactional changes and changes to financial assumptions which have been banked or are nearing completion of £7.7m. In addition, Project Edison is forecast to provide savings of £9.5m. The medium term financial plan currently shows that only £5.8m of savings remain (for which plans are currently being progressed) by the 31/3/17.
- 22.5 This approach was praised by the HM Inspectorate of Constabulary (HMIC) in its assessment of forces under “Valuing the Police - Policing in Austerity”, and assessed the force as **“Good”** in terms of its progress towards meeting the financial challenge in its report in July 2014, which found that:

“Leicestershire Police is on track to achieve its required savings of £34m over this spending review period. Achieving these savings depends on the future success of the force’s change programme; the implementation of the new operating model - the way the force organises itself - increased collaboration, and removing cost from processes.”

23. Assessing and reporting on the CSPs contribution to achieving the Police and Crime Plan

- 23.1. The OPCC’s Planning and Performance Co-ordinator has arranged a series of meetings with performance leads from Leicester City Council, Leicestershire County Council and Rutland County Council.
- 23.2. In these meetings district and local authority priorities and performance reporting structures are being reviewed with a view to providing reports on Community Safety Partnership (CSP) contribution and performance towards achievement of Police and Crime Plan objectives.
- 23.3. Detailed discussions have taken place to support a terms of reference for a performance product to be supplied by the CSPs that will be collated by the OPCC and presented to the Strategic Partnership Board (SPB) and the Strategic Partnership Board Executive Board (SPBEB).

Implications

- | | |
|--------------------------------|--|
| 24. Financial: | None |
| Legal: | None |
| Equality Impact Assessment: | Completed for the Police and Crime Plan |
| Risks and Impact: | None identified |
| Link to Police and Crime Plan: | Performance frameworks support the delivery of the Police and Crime Plan |

List of Appendices

25. Appendix A - Police and Crime Plan – Partnership Dashboard

Background Papers

26. None.

Persons to Contact

27. Ms Suzanne Houlihan, Planning and Performance Co-ordinator, Tel: 0116 229 8986, email: suzanne.houlihan@leicestershire.pnn.police.uk

Police & Crime Plan Dashboard

Period Covered: 3 months to June 2014

Strategic Priorities

1 Preventing and diverting young people from offending

	YTD	L. YTD	% Var
Reduction in the number of 10-17 year olds entering the criminal justice system for the first time and receiving community resolutions, youth cautions and youth conditional cautions	NA	NA	NA

SP1 Comments:
Data to be presented to Youth Offending Management Board in September.

2 Reducing reoffending amongst young people and adults

	YTD	L. YTD	% Var
Reduction in offending by 18-24 year olds 1	38	90	-58%
Reduction in re-offending by 18-24 year olds 2	NA	NA	NA

SP2 Comments:
1 Offending data is based on a cohort of those deemed at risk of offending. It is understood that some of these were in prison for some of Q1 2014/15.
2 To be presented to Reducing Re-offending Board on 19th September.
Work continues to develop this measure.

3 Reducing alcohol and drug related offending and reoffending

	YTD	L. YTD	% Var
Increase in the number of successful drug and alcohol treatment completions 1	NA	NA	NA
Decrease in all re-presentations to drug and alcohol treatment 1	NA	NA	NA
Reduction in reoffending rates amongst those offenders entering a criminal justice drugs treatment programme 1	NA	NA	NA
Reduction in the number of incidents recorded in or near licensed premises during the night-time economy hours of 7pm to 7am 2	361	472	-24%

SP3 Comments:
1 Treatment and CJ data not currently available from national external sources..
2 Recording of "night time economy" incidents only started in April 2013.

4 Reducing crime and Anti-social behaviour (ASB) caused by families in a Troubled/Supported families programme

	Assessment
Reduction in re-offending within families engaged in a Troubled/Supported family programme	634 out of 1883 re-offended in last 12m
Reduction in recorded ASB committed by families engaged in a Troubled/Supported families programme	346 of 1883 showed specified reductions

SP5/6/7/12/14A/14B/15 Comments:
"Victim focused crime outcomes" metrics being developed by Leicestershire Police (OCC and OPCC)
The service awareness measures require further consultation with partners and specialists and a meeting is taking place on the 3rd September with performance leads and subject specialists to take this work forward.

5 To Increase reporting of Domestic Violence with Injury and ensure a positive outcome for victims and witnesses

	Actual	Total
A victim focused crime outcome	NA	
Satisfaction with service	88.2%	
Awareness of services available	NA	

6 To Increase reporting of serious sexual offences and ensure a positive outcome for victims and witnesses

	Actual	Total
A victim focused crime outcome	NA	
Satisfaction with service	NA	
Awareness of services available	NA	

7 To Improve Outcomes For Victims of Hate Crimes

	Actual	Total
A victim focused crime outcome	NA	
Satisfaction with service	81.3%	
Awareness of services available	NA	

8 To Improve Outcomes For Victims of ASB

	Actual
Satisfaction with service	82.7%

9 To continually improve the quality of service and response to victims of crime

	Actual
Satisfaction with service	84.1%

10 To continually improve the police service to the communities of Leicester, Leicestershire and Rutland

	Actual
Confidence rate in Community Based Survey that the 'police are doing a good job'	81.8%

11 To reduce all crime

	Actual	Total
Change in level of offences	0.8%	15,243

12 To Reduce Domestic Burglary

	Actual	Total
Change in level of offences	15.8%	930
A victim focused crime outcome	NA	
Satisfaction with service	91.2%	

13 To Reduce Violence Against The Person - with injury

	Actual	Total
Change in level of offences	-4.4%	1,021
A victim focused crime outcome	NA	
Satisfaction with service	78.1%	

14A To Reduce Theft From Motor Vehicles

	Actual	Total
Change in level of offences	3.3%	1,326
A victim focused crime outcome	NA	
Satisfaction with service	86.0%	

14B To Reduce Theft Of Motor Vehicles

	Actual	Total
Change in level of offences	18.9%	315
A victim focused crime outcome	NA	
Satisfaction with service	76.2%	

15 To prevent child abuse and child sexual exploitation (CSE) and provide a safe and supportive environment for victims and witnesses.

Partners have agreed to work together to agree to work together to agree a victim focused performance framework. The performance framework will be published when complete.

16 Improving the response, service and outcomes for those with mental health needs

Review and streamline conveyancing of patients across partner agencies leading to better use of resources.

Deliver mental health training to front line operation staff including police officers, probation and housing officers.

Review key policies and procedures relating to mental health issues across the agencies ensuring they are consistent, efficient and effective.

A written update will be provided to SPB Executive Group.

17 To reduce the number of repeat missing person reports

	YTD	L. YTD	% Var
Reduction in no. of missing reports (Missing)	1043	1060	-2%
Reduction in no. of missing reports (Absent)	772	916	-16%
Reduction in reports received from the nine key locations	112	109	3%

18 With staff and partners, transform the way we protect our communities and deliver over £20m in revenue saving by 2016/17.

	£ millions
Latest estimate of savings required	£23.00
Savings realised to date	£3.24
Savings identified but not yet realised (est)	£1.84
Further savings required to be identified and realised by end of 2016/17	£17.92

SP18 Comments:
Covers period 1st April 2013 to 31st March 2017 (i.e. period covered by Police and Crime Plan).
Indicates the latest estimate as at 31st March 2014.

KEY :
Classification of "Continuous Improvement".
Statistically Significant Improvements as compared to end of 2013/14
No Statistically Significant change as compared to end of 2013/14 *
Statistically Significant deterioration as compared to end of 2013/14
Percentage change increases are shown as a positive number. Percentage change decreases are shown as a negative number.
* In many cases the lack of statistical evidence is attributable to the short time period under consideration (i.e. 1 quarter only).

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POLICE & CRIME COMMISSIONER FOR LEICESTERSHIRE POLICE & CRIME PANEL

Report of	POLICE & CRIME COMMISSIONER
Date	29 SEPTEMBER 2014
Subject	COMMISSIONING FRAMEWORK 2015/17 AND 2014/15 ALLOCATIONS
Author	SENIOR COMMISSIONING MANAGER

Purpose of Report

1. The purpose of this report is to present the new Commissioning Framework for 2015/17 and to update the panel on the grants allocated as part of the 2014/15 process.

Recommendation

2. The Panel is recommended to note the contents of the report.

Background

3. The current Commissioning Framework was published in October 2013 in response to and in support of the refresh of the Police and Crime Plan 2013-2017. Since that time, a number of changes have taken place and lessons have been learnt about how to work with partners to maximise the use of the available resources.
4. Partners have also made suggestions in relation to funding timelines with many stating that it would be beneficial for them to know what funding they will receive for the forthcoming financial year by the end of December, to assist in their planning and to enable staffing implications to be addressed. Work to deliver the actions within the Equality Impact Assessment for the Commissioning Framework has also been completed.
5. As a result, a draft Commissioning Framework for 2015-2017 was produced and issued for consultation between 1st July and 15th August 2014. Twenty nine consultation responses were received, many of which included a number of suggestions and/or comments. These were considered and where appropriate amendments made to the Commissioning Framework. The consultation comments, together with responses, are outlined in Appendix A.

Key Changes

6. The final version of the Commissioning Framework 2015/17 is attached in Appendix B. The key changes are:

Change 1

The Commissioning Framework has been simplified into one document. The majority of commissioning intentions are now being delivered through three year contracts and agreements and therefore the detailed commissioning plans for each theme have not been refreshed.

Change 2

In recognition of the valuable contribution made by Community Safety Partnerships (CSPs) to the delivery of the Police & Crime Plan, the Partnership Locality Fund (PLF) available has been increased from £330,000 to £450,000.

Change 3

The Partnership Locality Fund will no longer require the submission of a business case for specific initiatives. This has been replaced by a financial contribution towards the delivery of each Community Safety Partnership Delivery Plan. CSPs will be required to provide a copy of their Plan, together with a budget breakdown and performance framework including quarterly updates from CSPs.

Change 4

The PCC Grant will only be available to community voluntary and social enterprise sector organisations to support the achievement of specific commissioning intentions and related outcomes in identified hotspot locations.

Change 5

In 2014/15, PCC Grants of up to £50k were made available for individual applications. For 2015/16 onwards, applications for up to £25k per annum or up to £50,000 match funding per annum will be considered.

Change 6

The funding available for the troubled/supported families programmes has been increased from £125,000 to £175,000 in recognition of the wide range of strategic priorities that the programmes cover.

Change 7

Further work has been completed in relation to victim support services and relevant commissioning intentions have been developed.

Change 8

It is recognised that a number of initiatives could contribute to preventing child abuse/ child sexual exploitation and reducing the number of missing person reports. The 2014/15 pilot seeks to develop intelligence in relation to children and young people in care homes as this has been identified as an area in which significant outcomes could be achieved. The results will be used to determine future commissioning requirements in line with the budget available. Commissioning intentions have been revised to reflect this flexibility.

2014/15 Allocations

7. This report provides an update on the PCC Grant and PLF allocations for 2014/15 and follows detailed consideration of the allocations and processes at the Strategic Partnership Board meeting on the 25 March 2014 which contributed to the thinking for the 2015-2017 Commissioning Framework.
8. The Panel are assured that allocations made in line with the Commissioning Framework have clear funding agreements, performance frameworks and monitoring mechanisms in place.

Partnership Locality Fund

9. The Partnership Locality Fund (PLF) for 2014/15 was allocated to Community Safety Partnerships (CSPs). The CSPs submitted business cases for the following commissioning intentions:
 - CI010 - Initiatives that pro-actively reduce anti-social behaviour and/or improve the recording of incidents.
 - CI011 - Interventions which increase the reporting of:
 - Domestic abuse
 - Serious sexual assault
 - Hate crime
 - CI013a – Initiatives that support victims of domestic abuse to cope and recover. (2014/15 only)
 - CI016 - Initiatives which reduce the risk and likelihood that the following crimes will occur:
 - Domestic burglary
 - Violence against the person with injury
 - Vehicle crime
10. Funding was awarded as outlined in Appendix C and is being monitored through performance frameworks which form part of the funding agreements.

PCC Grant

11. The budget for the PCC Grant in 2014/15 was £400,000. The scheme was open to all organisations and a maximum of £50,000 per application was available. Bids were accepted for the same commissioning intentions as those outlined at paragraph 6 above and seventy applications were received to a value of £1.9m.
12. As part of the long-listing process, it was noted that PCC Grant applications could potentially duplicate some of the young persons' mentoring co-commissioning arrangements with Leicester City, Leicestershire County and Rutland County Councils. As a result, £50,000 of the PCC Grant was reallocated to young person's mentoring. The co-commissioning budget was reduced and a new pooled budget of £450,000 over 3 years for young persons' mentoring established. The OPCC is currently procuring this service across Leicester, Leicestershire and Rutland.

13. The PCC Grant applications were long-listed by members of the OPCC, prior to being scored and shortlisted by specialists in the relevant themed areas. Twenty-six applications were considered by a multi-agency Grant Review Panel and recommendations made to the PCC. There were no successful applications in relation to hate crime and therefore £30k has been set aside to support hate crime initiatives.
14. PCC Grant funding was awarded as outlined in Appendix D and is being monitored through performance frameworks which form part of the funding agreements.

Implications

Financial:	The total commissioning budget for 2015/16 is £4.2m. Details are provided in the Commissioning Framework.
Legal:	None
Equality/Diversity Issues:	The actions within the Equality Impact Assessment for the Commissioning Framework have been completed and/or implemented.
Risks and Impact:	None
Link to Police and Crime Plan:	The Commissioning Framework sets out how the PCC intends to align the commissioning budget with the key themes and strategic priorities in the Police and Crime Plan.

Background Papers

None

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OPCC RESPONSES TO COMMISSIONING FRAMEWORK CONSULTATION COMMENTS 2014

COMMENT		RESPONSE
GENERAL		
1	How can initiatives be mainstreamed if they prove to be successful?	The pilot referred to was in relation to an operational policing initiative. Ongoing funding would therefore need to be mainstreamed into core Police budgets. In relation to PCC Grants, those organisations who have received a PCC Grant for 2014/15 will be able to apply for funding for a 2 year extension, subject to being able to meet the revised criteria and evidencing satisfactory performance.
2	It is unclear how the funding splits have been allocated.	Funding of many of the commissioning intentions has historically come through a number of routes, in particular from the Home Office via: <ul style="list-style-type: none"> • The Community Safety Grant • The Drug Intervention Project Grant (DIP) • The Youth Crime and Substance Misuse Grant • The Community Innovation Fund • Positive Futures Programme • Communities Against Guns, Gangs and Knives Programme • The Safer Communities Fund The majority of these services and initiatives continue to be supported by the PCC at the same financial level. The funding in relation to victims and witnesses will be provided to the PCC by the Ministry of Justice using a formula based approach.
3	Why is funding for the voluntary sector not available for 3 years as it is for statutory bodies?	Funding to the voluntary sector via direct and co-commissioning processes has been agreed for the 3 years to March 2017. Subject to the availability of funding any new services will also be commissioned until March 2017. PCC Grants will be available for a 2-year period subject to clear evidence of previous successful performance.
4	Concerns that cuts in funding from other statutory partners may impact on the delivery of the Police and Crime Plan.	The Commissioning Framework outlines how the commissioning budget will be used to support the delivery of the strategic priorities within the Police and Crime Plan. The commissioning budget is not available to fill funding gaps which result from the decommissioning of services or discontinuation of funding by others.
5	Welcomes the simplified commissioning framework that makes further use of existing commissioning arrangements.	None required

6	Suggestion that persons residing in rural locations should be classed as a vulnerable group due to: <ul style="list-style-type: none"> • the lack of proximity to services, including policing; • rural locations being quiet and remote; • lack of street lighting. 	The comments made do not relate to the Commissioning Framework. The suggestion that persons living in rural communities should be considered as a specific vulnerable group and their policing reflected in Strategic Priorities within any revision of the Police and Crime Plan will be considered in the next consultation on the contents of the Police and Crime Plan.
7	Document is helpful and could be incorporated into City Council's Guiding Principles document.	None required.
8	Easy to understand and made the whole commissioning process a lot easier to follow.	None required.
9	Overall, this commissioning approach is to be welcomed.	None required.
10	Suggestion that independent monitoring of the social impact of projects and service providers should be introduced.	The requirement for Social Return on Investment information has already been built into some of the PCC's larger contracts. Consideration will be given to extending this for other commissioning intentions.
11	Welcome the changes that you are proposing and is happy to support these changes.	None required.
12	This approach in terms of indication and funding envelope for the next two years in welcomed, the approach provides officers with an early opportunity to plan and co-ordinate projects & initiatives which invariably involve both internal and external partners and need a great deal of work to ensure success.	None required.
13	In funding projects/ initiatives using the "direct" mechanism for commissioning, the OPCC will need to be clear as to the scope and remit for the allocated funding in order to aide planning.	The majority of direct commissioning intentions are already in place and being managed through agreed contracts. All new procurement will require a clear service specification and performance framework.
14	Simplification of the Commissioning Framework into a single document is welcomed.	None required.
15	Direct commissioning over a three year period makes sense and allows for planning and delivery over the longer term.	None required.
16	The need to provide performance updates and to remain outcome focused remains a relevant condition of funding received.	None required.
17	There is a concern that with the proposed changes in policing resources, there will be a decrease of resources	The Force policing model heavily factors in community need around threat and harm in the way that neighbourhood policing resources are allocated

	from the Police to support local intentions and activities to achieve outcomes outlined within PCC applications.	and deployed. It is similar to the way that the commissioning intentions aim to align resources with need. The model also means that these same neighbourhood teams will have more, not less, capability to address local problems because they won't be investigating a caseload of crimes or carrying other abstractions in the way they are doing now. Neighbourhood policing has been and remains at the heart of the Force's policing philosophy and new policing model.
18	We welcome that the framework has been simplified into one document and that service provision will now be delivered through three year contracts.	None required.
19	Welcome the continued emphasis on streamlining and simplifying the commissioning processes.	None required.
20	Harnessing local commissioning expertise has to be the way forward in terms of providing added value and to avoid duplication of effort.	Agreed.
21	Acknowledge the challenge that the OPCC faces in implementing an outcome based approach.	None required.
22	Appreciate the commitment to work with local commissioners to develop performance indicators and measures that can be easily managed and reported upon – it's critical given the ever changing strategic landscape nationally and locally.	Agreed.
23	It seems that the learning and experiences of the first year are being applied to the framework in a gradual, pragmatic and measured way.	None required.
24	Some suggested amendments to reflect the merger of criminal justice commissioning with the wider Substance Misuse Commissioning Board.	Amendments made.
25	Welcome that the framework has been simplified into one document and that service provision will now be delivered through three year contracts	None required.
26	No hesitation in supporting the broad thrust, particularly in relation to the four themes	None required.
27	Some reservations about the potential to secure outcomes in 'making communities and neighbourhoods safer'. The outcomes must be sustainable. The MCN theme is	Agreed.

	fundamentally important and an accepted part of the Police modernisation programme of service delivery and hence its consolidation is a high priority.	
28	Confident that the overall Commissioning Framework structure will contain relevant performance indicators so that any agreed interim and concluding audits will confirm compliance with objectives and outcomes.	All contracts/agreements specify performance measures for monitoring purposes and include details of how the PCC will manage any instances where the outcomes are not being achieved.
PCC GRANT		
29	In terms of the PCC grant applications the CSP recognises that funding must be targeted in areas of greatest need but there must be flexibility to address emerging local issues outside of these areas.	The Partnership Locality Fund provides all Community Safety Partnerships with the flexibility to respond to emerging local issues.
30	The Partnership is agreeable with the changes to the maximum value for the PCC Grant which is common practice.	None required.
31	There is general support for the PCC Grant being available to community and voluntary sector organisations to support the achievement of specific commissioning intentions and related outcomes in identified hotspot locations. However, there is concern that the funding is limited to the City and the Borough of Charnwood. We understand the reference to the Police's Strategic Assessment however it should be noted that other areas have hot spot locations, relative to their area and it would be worth considering making a sum available for these localities.	It is anticipated that Community Safety Partnerships will identify hotspot locations and include actions within their Delivery plans to address them. The OPCC is happy to support the use of PLF allocations for this purpose.
32	The proposal to only offer PCC grants for applications which 'focus specifically on increasing the number of offences reported' is of concern - It would not be appropriate for agencies to steer all victims towards reporting to the police; rather, we consider that our remit is to ensure that victims are fully informed of their options and that if they wish to seek justice through the criminal justice system, they will be empowered and supported to do so.	The Police and Crime Plan has a strategic priority " <i>to increase reporting of serious sexual offences and ensure a positive outcome for victims and witnesses of serious sexual offences</i> ". It is accepted that not all victims will choose to report offences to the Police but it is hoped that focussed work to increase confidence and the victims' experience will help to encourage reporting.
33	With respect to the PCC Grant only being made available to Community and Voluntary Sector Organisations by definition excludes public agencies. This may well be viewed as a negative step as public agencies may wish to	The majority of public sector agencies are key partners on the Community Safety Partnerships. Therefore they can develop collaborative initiatives within the CSP Delivery Plans and as a result utilise the PLF allocation.

	put in place initiatives that have a positive impact on the Crime and Police Plan but are unable to do so through lack of funding. Allowing public agencies to apply for funding through the PCC Grant could be considered in exceptional circumstances.	
34	The reduction of funding grants from £50k to £25k seems to be entirely reasonable given that most applications were below the £25k limit. Allowing for increased funding applications through match funding is a welcome development.	None required.
35	The partnership is agreeable with this change and in the original framework there was an emphasis on organisations identifying match funding for projects and initiatives.	None required.
36	In terms of the PCC grant applications the CSP notes that no hotspot locations have been identified in Blaby or Hinckley & Bosworth. The CSP would also like it noted that our combined area has more households than any other LPU areas identified with hotspots therefore more residents who potentially could be victims of crime such as domestic abuse, ASB and burglary. We would therefore wish to see the above data taken into account with regard to allocation of funding.	The PCC Grant is available to reduce anti-social behaviour in specific hotspot locations. The locations have been selected according to the number of ASB incidents, and not other crime types, as outlined in the Police Strategic Assessments for 2012/13 and 2014. This enables those areas with longer term anti-social behaviour issues to be prioritised.
PARTNERSHIP LOCALITY FUND		
37	Full support and welcomed change - The removal of the business case for specific initiatives made it very bureaucratic – and did not recognise the professionalism of the CSPs.	None required.
38	Putting the local CSPs at the heart of strategic commissioning and delivery is a positive demonstration of that principle.	None required.
39	Would welcome additional funding to Community Safety Partnership but recognise that allocations are based on population.	None required.
40	Locality funds aligning to the strategy will allow us greater flexibility. The priorities themselves align with our strategy quite well so there should be minimal impact.	None required.

41	We fully support the plan to work more closely through a locality model and the wish to fund initiatives and services in relation to local need.	None required.
42	We particularly welcome the annual review of CSP strategic assessments and feel this fits in well with the current frameworks we have locally that helps us deal with our annual planning.	None required.
43	The new PLF process is welcomed by officers.	None required.
44	The CSP welcomes the additional funding to be given to CSPs in recognition of the valuable contribution they make to the Police & Crime Plan. This will enable us to maintain key services and projects and now look into development areas.	None required.
45	We support this change as each year the CSP reviews its Community Safety Strategy in light of the strategic assessment and through consultation with our residents. As well as reviewing the strategy we develop action plans for the key priorities identified for the CSP. The action planning events normally start around December in order for the plans to be in place from 1 st April. We already have in place a performance framework which requires us to provide quarterly highlight reports to the CSP which are already shared with the OPCC.	None required.
46	Operationally, the OPCC will need to be clear in terms of their expectations for accessing the PLF, i.e. within the Commissioning Framework.	All requirements will be outlined in the PLF Guidance Notes.
47	Good news and should allow the Community Safety Partnership to plan delivery for 2 years and focus on what we want to achieve as performance will be held against the community safety strategy and it supports our strategic intentions. Locality funds aligning to the strategy will allow us greater flexibility. The priorities themselves align with our strategy quite well so there should be minimal impact.	None required.
48	The increased amount available to the CSP through the Partnership Locality Funding (PLF) is welcomed.	None required.
49	The new approach to the Partnership Locality Fund, for Community Safety Partnerships (CSPS) is particularly	None required

	welcomed. The increase from £330,000 to £450,000 is positive and will enable Partnerships to be more proactive in a climate of fewer resources.	
50	The requirement for CSPs to provide a copy of their 2015/16 Plan, together with a budget breakdown and performance framework rather than a requirement to submit a business case for specific initiatives is a sensible one, cutting bureaucracy and time. It means that CSPs will be required to prepare their action plans by January rather than March and allocate spend to each project within the action plan.	All requirements will be outlined in the PLF Guidance Notes.
51	It makes sense to increase the locality fund amount from £330,000 to £450,000. Community Safety Partnerships (CSP) are in a strong position to respond to local need and allocate this funding appropriately.	None required.
52	By using the locality fund to make a financial contribution towards delivery of CSP plans, the PCC's allocation will be combined with local partnership budgets to ensure better value for money. Actions plans are already developed and monitored by each CSP so this is an encouraging development to commissioning arrangements. We would however welcome sight of the performance framework at the earliest opportunity.	None required.
53	Submitting a CSP action plan will also give the OPCC the opportunity to review all CSP work carried out in a locality and not just that which he has funded as has been the case in the past. This will allow the OPCC to have a more comprehensive picture of all community safety work across LLR.	None required.
54	By not having to submit a business case to accompany each individual bid the administrative burden on community safety teams will be greatly reduced. This will free up more capacity to respond to emerging issues and trends and deliver initiatives.	None required.
55	Improved timelines for commissioning arrangements will support much stronger planning processes. Knowledge of funding arrangements well before the start of the new	None required.

	financial year will allow for finances to be considered alongside community safety strategy refreshes.	
56	Overall, the proposed changes to the 2015-2017 Commissioning Framework are generally well received as they are viewed as a genuine effort to reduce bureaucracy and to provide Community Safety Partnerships with greater certainty whilst requiring scrutiny through an appropriate performance framework.	None required.
57	The increase in funding is viewed as a welcome change as it recognises the value of Community Safety Partnerships in their contribution towards the Police and Crime Plan. The increase in funds available to CSPs will allay some fears around the future of funds available and provide a degree of certainty for the continuation of projects at the grass roots level.	None required.
58	Removing the requirement for Community Safety Partnerships to submit an individual business case for each individual initiative has been well received. CSPs will however need to bring forward their planning processes in order to meet the commissioning framework timescales. The requirement for CSPs to provide a budget breakdown and quarterly updates will not be viewed as a barrier to funding but as business as usual.	All requirements will be outlined in the PLF Guidance Notes.
59	An area that the partnership would like to highlight that we feel resources both physical and financial should be considered to dealing with emerging trends or threats that might arise that will not originally have been considered by any partnership and the OPCC due to the unforeseen nature of certain crime trends.	The BCU Fund was discontinued in 2014/15. Additional funding has been added to the Partnership Locality Fund (PLF) budget for Community Safety Partnerships. The PLF already has a contingency element of up to 10% which could be used to respond to emerging issues and this will be continued in 2015/16.
60	The discontinuation of the Basic Command Unit (BCU) funding is disappointing. The fund was extremely useful in reacting to emerging threats and issues and provided flexibility to CSPs when doing so.	As above
61	Wanted to raise the issue about there being no Basic Command Unit or contingency funding that CSPs can draw down on to put response plans in place should there be a spike in a particular crime.	As above

YOUNG PEOPLE		
62	The investment in a young people's mentoring service is welcome and the YOS will seek to engage with the provider to ensure that this service extends its reach to children and young people across the city that meet the eligibility criteria as part of an integrated response to early help identification and prevention strategy.	None required.
63	In relation to the money associated with the commissioning intention: Targeting young offenders with a substance misuse problem. It is proposed that this is directly commissioned with Leicestershire YOS rather than co-commissioned.	Agreed – amendment made.
64	The indicative funding to target young people with substance misuse problems for a two year period from 2015/17 is welcome and will assist with service continuity and planning with the current service providers.	None required.
65	We welcome the continued contribution to supporting a Youth Prevention and Diversion Pathway which targets two specific groups of young people: High Risk Entrants and repeat young offenders. However, it is important to note that a number of the allocations are being significantly reduced in 2016/17 which will impact on the ability to deliver against the expected outcomes.	None required.
66	The intention to enable young people to support and challenge the work of the PCC (CI025) is welcome.	None required.
YOUNG ADULTS PROJECT		
67	I welcome the addition of a specific commissioning intention relating to improving outcomes for young adults in contact with the Criminal Justice System (CI024 -To improve outcomes for young adults in contact with the criminal justice system, including securing reductions in offending and reoffending.)	None required.
68	The proposed allocation of £10,000 for delivery of the Young Adult Delivery Plan will assist greatly in enabling the implementation phase of the project.	None required.

69	I would also suggest that organisations/programmes that receive other areas of OPCC commissioning review their allocation of funds (where relevant) so that there is an appropriate focus on young adults (e.g. in IOM).	Agreed – this will also be considered in all new contracts and funding agreements.
TROUBLED FAMILY PROGRAMMES		
70	Welcome the increase in funding available for the troubled families programmes from £125,000 to £175,000. This increase in funding recognises the benefits that the Service will provide to Police activity in the future and the partnership delivery of the Service.	None required.
71	The CSP welcomes the additional funding that has been made available for the troubled families programme specifically as Leicestershire move into phase two of the programme earlier than expected.	None required.
72	Increasing funding available for the Troubled Families Programme is viewed as a positive step forward especially as we are now beginning to see some positive outcomes and also some reduction in demand for frontline officers.	None required.
73	Increasing the money allocated to the troubled families' agenda makes good sense in light of the strong performance being delivered by these teams.	None required.
HEALTH		
74	The Public Health department welcomes the plan and recognises the continued commitment of the PCC to partnership working. In particular, we welcome the continued commitment to specific activities that contribute to Public Health priorities, namely substance misuse, mental health and child sexual exploitation.	None required.
75	We welcome the continued commitment to specific activities that contribute to Health priorities, namely substance misuse and mental health.	None required.
76	From 2015/16 police custodial health will transfer to NHSE. We already have commissioning responsibility for liaison and diversion services. We would welcome discussions about aligning these commissioning arrangements with other services commissioned by the OPCC in the custodial environment.	Agreed – the OPCC will continue to develop its relationship with NHSE and is happy to consider all opportunities to align commissioning processes.

77	The proposal to improve outcomes for those with mental health needs is welcome (C1021) is welcome and should include young people who are known to YOS and are in the criminal justice system. The proposed partnerships development manager post and group delivery plan should include contributions from relevant statutory services including YOS and CAMHS.	Agreed – the Mental Health Partnership Group’s Delivery Plan is currently being finalised. The Mental Health Partnership Development Manager will engage with all relevant partners to ensure the Plan is delivered.
78	Need to establish sustainable funding for the Mental Health Triage Car - request that the PCC’s considers funding for Policing element of Triage Car.	Resourcing for the mental health street triage car is being mainstreamed through the Force Change Programme (Project Edison) and this is supported by the OPCC.
79	The street triage car is currently funded through the police operational budget, and we would welcome the continued support from the OPCC for this funding to continue.	As above.
CHILD SEXUAL EXPLOITATION AND MISSING FROM HOME		
80	The identification and prioritisation of work with children that are missing, at risk of sexual exploitation (CSE) and children who are placed in care as part of the strategic priority (C1020) to protect vulnerable people is welcome. The proposed pilot should involve relevant services provided by the city council education and children’s department together with any commissioned providers.	Members of the Safeguarding Board have initially been made aware of the proposed pilot and this will be progressed further as the pilot develops. The OPCC will seek to work closely with all appropriate partner agencies.
81	Is more generic work required to prevent abuse and child sexual exploitation, in addition to developing intelligence in relation to children and young people in care homes?	The proposed pilot will take place during 2014/15 and the results will be used to determine future commissioning requirements. The Commissioning Framework has been updated to clarify this.
82	We welcome the contributions towards the partnership deliver of strategic priority 15: To prevent child abuse and child sexual exploitation (CSE) and provide a safe and supportive environment for victims and witnesses. However it is imperative that this work sits inside the Safeguarding Boards sub regional Child Sexual Exploitation Sub Group and supports the delivery of the work through the single multi-agency CSE team that is currently being established.	Members of the Safeguarding Board have initially been made aware of the proposed pilot and this will be progressed further as the pilot develops. The OPCC will seek to work closely with the sub regional Child Sexual Exploitation Sub Group.

SAFEGUARDING		
83	The proposed partnership work to safeguard and promote the welfare of children and adults is welcome and should ensure that it is linked to wider service planning priorities through the local safeguarding boards for both children and adults.	None required.
84	For CI023, it would be useful to know what work with partners will actually be done and how the budget allocations relate to this work.	CI023 relates to funding which is provided directly to the Children and Adults Safeguarding Boards. The PCC's contribution is towards pooled budgets to deliver the Boards' Business Plans, rather than any specific activity or service.
DOMESTIC HOMICIDE REVIEWS		
85	The early indication of funding ring-fenced for Domestic Homicide Reviews (DHR) is welcomed, as it provides partners with a degree of reassurance.	None required.
86	Some reservations about the preparedness of partner agencies in effecting a response to 'domestic homicide reviews'. A greater collaboration between partner agencies would be welcomed.	This suggestion will be forwarded to Leicester City and Leicestershire County Councils who are responsible for co-ordinating the DHRs.
VICTIMS AND WITNESSES		
87	In terms of the commissioning intentions around Victim & Witness work, the Council's views have been shared separately with the OPCC.	None required.
88	The strategic priority five (SP5) to increase reporting of domestic abuse and ensure a positive outcome for victims and witnesses of domestic abuse is welcome. Any funding allocated through the PCC Grant process to support this priority should work closely with the Local Safeguarding Boards for Children and Adults and be integrated into the local domestic violence strategy to ensure maximum impact and reach to vulnerable children and families.	Agreed.
89	Fully support your principles of promoting good practice and targeting service provision based upon the needs of victims.	None required.
90	Strongly recommend that the PCC take this opportunity to set in place a Restorative Justice delivery infrastructure for Leicestershire that will be scalable and sustainable.	The comments made do not relate specifically to the Commissioning Framework. The suggestion that the use of restorative justice processes by Criminal Justice agencies should be included in any revision of the Police and Crime Plan will be considered in the next consultation on the contents of the Police and Crime Plan. A consistent approach to Restorative justice

		will be delivered through the Victim and Witness Contact Bureau.
91	Child on parent violence is a sub-set of domestic abuse and therefore should be considered for funding.	The PCC Grant will be available to voluntary and community sector organisations specifically to increase the reporting of domestic abuse. The OPCC will be also be commissioning support for victims of domestic violence. This will be for high risk/repeat victim safety and outreach support, and a Leicester, Leicestershire and Rutland telephone helpline.
92	The proposal, if correctly understood, that generic victim and witness support services will meet the 'cope and recover' needs of victims, is something which concerns us. We also believe that victims of rape and sexual assault require support from a specialist service.	It is not proposed that cope and recover provision will be generic for all victims. The OPCC will also be commissioning specific support for victims of sexual and domestic violence.
93	If all funding for initiatives which support victims of rape and sexual assault are allocated to SARCs, the needs of many victims/survivors of rape and sexual assault will go unmet.	It is not proposed that the only funding for victims of rape and sexual assault will be allocated to the Sexual Assault Referral Centres. CI012 relates specifically to SARC funding but additional funding will also be available for specific support for victims of sexual violence.
94	Can we get our partners in domestic abuse to bid for funding if they are not already doing so?	Yes – partners can bid for a PCC Grant to increase the reporting of domestic abuse. The OPCC will also be commissioning specific support for victims of domestic violence.
INTEGRATION, EQUALITY & DIVERSITY		
95	Request for funding for Prevent initiatives.	The Police and Crime Plan outlines the PCC's expectations of the Police in relation to counter terrorism. Resources are already provided by the Police for PREVENT work in Leicester, Leicestershire and Rutland. Prevent is therefore not covered as a separate intention within the Commissioning Framework. However, the PCC Grant provides an opportunity for organisations to bid for funding to increase the reporting of hate crime.
96	Equality, diversity and human rights (EDHR) is a theme which must run throughout the Police and Crime Plan, we believe that there are particular actions required which would ensure that EDHR is firmly delivered and that confidence is built with the affected communities. The lack of specific actions can leave a sense of soft commitment.	EDHR is not identified as a separate strategic priority in the Police and Crime Plan and therefore is not addressed through the Commissioning Framework. However, all providers are required to provide evidence that equality and diversity issues have been considered as part of their delivery model.
97	The 'integration' agenda formerly referred to as 'community cohesion' is one which the Police must respond to. Integration needs to be a more direct part of the PCC's commissioning intentions.	Integration is not identified as a separate strategic priority in the Police and Crime Plan and therefore is not addressed through the Commissioning Framework. This will be considered in the next refresh of the Police and Crime Plan.

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Commissioning Framework 2015-2017

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1. Introduction

As the Police and Crime Commissioner for Leicestershire, I have some very specific responsibilities which include the following:

- Assuring an effective and efficient Police Service.
- Writing the Police and Crime Plan ('the Plan'), ensuring that it continues to reflect the aspirations and concerns of local people; I am charged with holding the Chief Constable to account in its delivery.
- And, lastly, setting the local precept which is the local tax to help fund the Police.

But there is another, absolutely key, part of my role which is to help the Chief Constable and other partners to drive down crime and anti-social behaviour by fulfilling my statutory duty to commission services in support of the Plan. Actually, I aim to commission 'outcomes' – an aspiration that demonstrates my determination to achieve value for taxpayers' hard-earned money as we continue to develop our commissioning processes.

This Commissioning Framework for the period 2015/17 is directly aligned to the Plan, with each commissioning intention being demonstrably linked to one or more strategic priority. It has been produced in consultation with a wide range of partner organisations, and local communities, who have helped to define not only the commissioning intentions but also the ways in which the desired outcomes will be purchased. I am very grateful to those partners for their inputs, and I look forward to a continued close working relationship with each and every one of them.

This important work will play its own part in our joint contribution towards driving down crime thereby increasing the safety of the residents of Leicester, Leicestershire and Rutland.



Sir Clive Loader
Police and Crime Commissioner
Leicester, Leicestershire and Rutland

1st September 2014



2. Background

- 2.1 The Police and Crime Commissioner (PCC) for Leicestershire is responsible for setting the strategic direction for policing in Leicester, Leicestershire and Rutland (LLR) through the Police and Crime Plan. The Plan covers the whole of the PCC's period in office from 1 April 2013 to 31 March 2017. The Chief Constable is responsible for the operational delivery of policing, including the Strategic Policing Requirement. The PCC is responsible for understanding and supporting the dynamic relationship between policing and local partner activity in support of the strategic priorities in the [Police and Crime Plan](#).
- 2.2 The priorities set out in the Plan inform the PCC's decisions as to what funding is made available to the police and partners to secure reductions in crime and disorder. The PCC must identify opportunities for reducing crime, enabling communities to feel and be safer, protecting people who find themselves in a vulnerable situation and ensuring that victims and witnesses of crime and anti-social behaviour are positively supported.
- 2.3 The Police and Crime Plan was revised and re-published in October 2013. The Plan outlines four key themes (please refer to section 5.1) and a number of strategic priorities (Appendix A), which provide a clear direction for allocating the available budget to maximum effect. This Commissioning Framework sets out how the PCC intends to align the commissioning budget with those key themes and strategic priorities.

3. Commissioning Budget

- 3.1 The total commissioning budget for 2015/16 is currently an estimated £4.2m. The sections below detail proposals of the estimated allocations across a number of commissioning intentions (CIs). Due to the uncertainty about future funding, it is not possible to be precise about the size of the commissioning budget beyond 2015/16. However, it is the PCC's ambition, as a minimum, to maintain the size of the budget if overall funding allows and positive results from commissioning are demonstrated.
- 3.3 Many of the ways in which the commissioning intentions will be delivered in 2015/17 have already been determined, subject to satisfactory performance and the availability of funding. These are summarised together with details of the funding still available in Appendix B.

4. "Commissioning Outcomes"

- 4.1 The PCC has made it clear that outcomes and not services will be commissioned. With this in mind, this commissioning framework has been created which, as it is used and developed, will ensure future commissioning decisions are focused on the achievement of clearly defined outcomes.
- 4.2 It is recognised that partners may have difficulties in identifying and measuring the impact of their proposed initiative(s) on the outcomes within the Police and Crime Plan. The Commissioning Framework has been designed to

be an operational tool that strives to keep performance measurement processes as simple as possible.

- 4.3 It will be the PCC's responsibility, through staff within the office of the Police and Crime Commissioner (OPCC), to monitor progress for each commissioned activity against the proposed outcomes. A range of performance management systems will be used to do this. The OPCC will continue to work with partners and providers to develop performance indicators and measures that can be easily managed and reported on.

5. Commissioning Framework

- 5.1 The Commissioning Framework is based upon the four themes, and strategic priorities, within the Police and Crime Plan. The themes (within the Police and Crime Plan) are:

- 1) Reducing offending and re-offending (RO)
- 2) Supporting victims and witnesses (VW)
- 3) Making communities and neighbourhoods safer (MCN)
- 4) Protecting the vulnerable (PV)

- 5.2 The Commissioning Framework provides a clear and consistent way forward for the commissioning of each theme. It outlines how the PCC will commission for outcomes to achieve the priorities set out in the Police and Crime Plan. Four different types of funding mechanism have been developed. These are the ways in which the PCC will purchase the intervention needed to deliver outcomes. Information about the indicative commissioning values from April 2015 onwards is included.

- 5.3 A range of performance measures across all themes and outcomes have been developed and are being used to support contract tender specifications and final approved contracts. The performance management options continue to be developed with partners as measures and indicators are introduced and tested. The performance indicators are used by the OPCC to select the best measure(s) for the interventions they wish to purchase. The OPCC will continue to work with providers and partners to develop meaningful measures that can reliably evidence that progress is being made across all areas.

6. Funding Mechanisms

- 6.1 The PCC has considered the ways in which the initiatives needed to achieve the outcomes in the Police and Crime Plan can be delivered. The following principles have been considered:

- The existing commissioning arrangements of partners should be used where they are fit for purpose and can deliver the PCC's outcomes within time. This will maximise local commissioning expertise.

- There should be a focus on value for money, maximising resources and ensuring the impact of the money spent is measured and the value is assessed.
- Commissioning should take place at regional, sub regional (i.e. Leicester, Leicestershire and Rutland) and locality levels. Systems should be fit for purpose and work with existing structures where these are operating well.
- Best practice in relation to procurement will be applied. The PCC expects all procurement processes to follow best practice and be accessible for any provider, including the voluntary sector, unless a single provider dispensation has been agreed (please refer to 6.2a below). All relevant regulations and legislation will also apply including the Equalities Act 2010 which includes the Public Sector Equality Duty.

6.2 There are four funding mechanisms as follows:

- a) **Direct commissioning** – the PCC has/ will directly tender or contract with a provider. There are a number of areas where it is more efficient for the PCC to commission directly in order to achieve the desired outcomes. There are some instances where a single provider dispensation will be applied. This relates to situations when there is only one provider who, given the nature of the outcomes to be commissioned, can be considered and contracted with directly. Examples include the Local Resilience Forum, Troubled/Supported Families Programmes and Crimestoppers.
- b) **Co-commissioning** – existing commissioners are already commissioning outcomes on behalf of the PCC under contracts. There are a number of both established and emerging commissioning structures which take on all or some of the core commissioning tasks. These include:
 - Reducing Reoffending Board
 - Sub Regional Substance Misuse Commissioning Board (managed by Leicester City Council)
 - NHS England
- c) **Partnership Locality Fund (PLF)** – via the Community Safety Partnerships (CSP) who have a unique role in assessing, analysing, and responding to local need around crime and community safety. As such they have both a proactive strategic function and a reactive tactical function when assessing the threats to individual localities.

In order to benefit from the existing structures and systems in place, the PCC will make a financial contribution towards the delivery of each Community Safety Partnership Delivery Plan. CSPs will be required to provide a copy of their 2015/16 Plan, together with a budget breakdown and performance framework. Meetings will then be held with each CSP to discuss their plan and clarify any issues. Funding will not be provided for any activity/service that duplicates existing provision in the locality.

Timescales for agreeing the PLF will be determined by the CSPs as it is recognised that each CSP produces its Plan at a different time of year. However, all meetings in relation to 2015/16 funding will need to be held by the end of February 2015 at the latest. Funding for 2016/17 can be provisionally agreed at the same time (subject to the documentation indicated above being available). However, it should be noted that 2016/17 PLF funding will be subject to the PCC's overall budget.

An indicative £900k is available over 2 years which will be allocated using the Vulnerable Localities Index (VLI). Further details of this methodology are available at <https://www.ucl.ac.uk/jdibrief/analysis/Vulnerable-Localities-Index>

	2015/16	2016/17 (estimated)
Blaby	£29,700	£29,700
Charnwood	£67,950	£67,950
Harborough	£23,850	£23,850
Hinckley and Bosworth	£36,000	£36,000
Leicester City	£215,100	£215,100
Melton	£15,750	£15,750
North West Leicestershire	£31,950	£31,950
Oadby and Wigston	£19,800	£19,800
Rutland	£9,900	£9,900
Total	£450,000	£450,000

- d) **The PCC Grant** - inviting community and voluntary sector organisations to submit applications to support the achievement of specific commissioning intentions and related outcomes in identified hotspot locations (see Appendix C).

Funding opportunities will be based on the threat and risk identified in Leicestershire Police's Strategic Assessment which will be cross referenced to those commissioning intentions which are not addressed through other PCC funding streams.

An indicative £500k is available over 2 years. Applications for up to £25k per annum, or up to £50,000 match funding per annum, will be considered. In exceptional circumstances, applications for up to 2 years of funding may be

approved subject to clear evidence of achieving the required outcomes.

Indicative Timeline	Stage
PCC Grant applications and guidance notes issued	Week commencing 1 st September 2014
PCC Grant workshops to be held	Weeks commencing 8 th and 15 th September 2014
Deadline for applications	5pm on 24 th October 2014
Applicants informed of outcome	Week commencing 15 th December 2014

- 6.3 For all funding mechanisms the PCC will hold contracts/agreements with the successful organisations that specify the detail of what outcomes are to be commissioned and for what value. The contracts/agreements will also specify quality standards around procurement practice, as well as performance measures for monitoring purposes and will include details of how the PCC will manage any instances where the outcomes are not being achieved.

Strategic Priorities

Theme: Reducing Offending and Reoffending

1. Preventing and diverting young people from offending
2. Reducing reoffending amongst young people and adults
3. Reducing alcohol and drug related offending and reoffending
4. Reducing crime and ASB caused by families in a Troubled/Supporting Families programme

Theme: Supporting Victims and Witnesses

5. To increase reporting of domestic abuse and ensure a positive outcome for victims and witnesses of domestic abuse
6. To increase reporting of serious sexual offences and ensure a positive outcome for victims and witnesses of serious sexual offences
7. To increase reporting of hate crimes and ensure a positive outcome for victims and witnesses of hate crime offences
8. To prevent anti-social behaviour (ASB) and to continuously improve the quality of service and response to victims of anti-social behaviour
9. To continually improve the quality of service and response to victims of crime

Theme: Making Communities and Neighbourhoods Safer

10. To continuously improve the police service to the communities of Leicester, Leicestershire and Rutland
11. To reduce all crime
12. To reduce domestic burglary and ensure a positive outcome for victims of burglary offences
13. To reduce violence against the person – with injury and ensure a positive outcome for victims of violent crime – with injury offences
14. To reduce vehicle crime and ensure a positive outcome for victims

Theme: Protecting the Vulnerable

15. To prevent child abuse and child sexual exploitation (CSE) and provide a safe and supportive environment for victims and witnesses
16. Improving the response, service and outcomes for those with mental health needs
17. To reduce the number of repeat missing person reports

Reducing Offending and Re-offending Commissioning Intentions

Strategic Priority 1 (SP1): Preventing and diverting young people from offending

Strategic Priority 2 (SP2): Reducing re-offending amongst young people and adults

Strategic Priority 3 (SP3): Reducing alcohol and drug related offending and re-offending

Strategic Priority 4 (SP4): Reducing crime and ASB caused by families in a Troubled/Supported Families programme

All commissioning intentions have been coded 'CI***'. However it should be noted that the numbering is not consecutive due to annual changes in commissioning intentions. All strategic priorities within the Police and Crime Plan have been coded 'SP*' in the table below.

Code	Commissioning Intention (CI)	Funding Mechanism	Amount 2015/16	Estimated Amount 2016/17	Comment
CI001	Supporting a Youth Prevention and Diversion Pathway which targets two specific groups of young people: High Risk Entrants and repeat young offenders.	Direct	a) £91,650	a) £72,150	For 2015/17 via:
SP1					a) Leicester City Council Young People's Service
SP2		Co-com	b) £81,075	b) £63,825	b) Leicestershire County Council's Early Help Services
SP3		Direct	c) £4,700	c) £3,700	c) Rutland County Council Places Directorate
SP4		Direct	d) £147,556	d) £147,556	d) TwentyTwenty to deliver a young person's mentoring service
			Total: £324,981	Total: £287,231	

Code	Commissioning Intention (CI)	Funding Mechanism	Amount 2015/16	Estimated Amount 2016/17	Comment
CI002 SP1 SP2 SP3 SP4	Targeting young offenders with a substance misuse problem.	Co-com Direct	a) £62,400 b) £57,600 Total: £120,000	a) £52,000 b) £48,000 Total: £100,000	For 2015/17 via: a) Sub Regional Substance Misuse Commissioning Board for Leicester City b) Leicestershire and Rutland Youth Offending Service
CI003 SP3	Targeting street drinkers, the homeless, rough sleepers and those that are vulnerably housed.	Co-com	£34,000	£34,000	For 2015/17 via: Sub Regional Substance Misuse Commissioning Board for Anchor Centre
CI004 SP2 SP3	Supporting the resettlement of adult offenders post-release from a prison sentence of less than 12 months through mentoring.	Direct	£49,983	£49,983	For 2015/17 via: Derbys, Leics, Notts and Rutland Community Rehabilitation Company (CRC)

Code	Commissioning Intention (CI)	Funding Mechanism	Amount 2015/16	Estimated Amount 2016/17	Comment
CI005 SP3	Targeting adult offenders with a substance misuse problem, specifically those tested and identified at point of arrest.	Co-com Direct	a) £412,774 b) £216,405 Total: £629,179	a) £395,000 b) £216,405 Total: £611,405	For 2015/17: via: a) Sub Regional Substance Misuse Commissioning Board b) Leicestershire Police for drug testing, Alcohol Liaison Officer and Drug Intelligence Officer
CI006 SP1 SP2 SP3 SP4	Integrated Offender Management (IOM) initiatives which target the highest risk offenders, within which there should be a specific focus on: <ul style="list-style-type: none"> • 16-24 year old offenders • prolific and other priority offenders • adults serving less than 12 months; and • members of a Troubled/Supported Families programme. 	Co-Com	£368,000	£368,000	For 2015/17 via: Leicestershire Police to Reducing Reoffending Board
CI007 SP4	Support to reduce offending and ASB caused by families in a Leicester, Leicestershire and Rutland Troubled/Supported Family programme.	Direct	a) £89,250 b) £78,750 c) £7,000 Total: £175,000	a) £89,250 b) £78,750 c) £7,000 Total: £175,000	For 2015/17 via: a) Think Family (Leicester City) b) Supporting Leicestershire Families c) Changing Lives (Rutland)

Code	Commissioning Intention (CI)	Funding Mechanism	Amount 2015/16	Estimated Amount 2016/17	Comment
CI008 SP2	Targeting registered sex offenders, violent and other types of sexual offenders, and offenders who pose a serious risk of harm to the public.	Direct	£34,029	£34,029	For 2015/17 via: Leicestershire Police for Multi Agency Public Protection Arrangements (MAPPA)
CI009 SP1 SP2 SP3 SP4	Support to reduce offending by children and young people aged 10 -17 years.	Direct	a) £162,554 b) £99,348 c) £91,687 Total: £353,589	a) £162,554 b) £84,446 c) £77,934 Total: £324,934	For 2015/17: a) via Leicestershire Police - Police Officer support to the two Youth Offending Services b) Leicester City Youth Offending Service c) Leicestershire and Rutland Youth Offending Service
CI024 SP1 SP2 SP3 SP4	To improve outcomes for young adults in contact with the criminal justice system, including securing reductions in offending and reoffending.	Co-Com	£10,000	£10,000	For 2015/17 via: Young Adults Project (YAP) Delivery Group to support the implementation of the Delivery Plan

Supporting Victims and Witnesses Commissioning Intentions

Strategic Priority 5 (SP5): To increase reporting of domestic abuse and ensure a positive outcome for victims and witnesses of domestic abuse

Strategic Priority 6 (SP6): To increase reporting of serious sexual offences and ensure a positive outcome for victims and witnesses of serious sexual offences

Strategic Priority 7 (SP7): To increase reporting of hate crimes and ensure a positive outcome for victims and witnesses of hate crime offences

Strategic Priority 8 (SP8): To prevent anti-social behaviour (ASB) and to continuously improve the quality of service and response to victims of anti-social behaviour

Strategic Priority 9 (SP9): To continually improve the quality of service and response to victims of crime

All commissioning intentions have been coded 'CI***'. However it should be noted that the numbering is not consecutive due to annual changes in commissioning intentions. All strategic priorities within the Police and Crime Plan have been coded 'SP*' in the table below.

Code	Commissioning Intention	Funding Mechanism	Amount 2015/16	Estimated Amount 2016/17	Comment
CI010 SP4 SP8	Interventions that pro-actively reduce anti-social behaviour and/or improve the recording of incidents.	Direct	a) £10,000	a) £10,000	For 2015/17 via: Leicestershire Police for Sentinel
		PCC Grant	b) £100,000	b) £100,000	
			Total: £110,000	Total: £110,000	

Code	Commissioning Intention	Funding Mechanism	Amount 2015/16	Estimated Amount 2016/17	Comment
CI011 SP5 SP6 SP7	Interventions which increase the reporting of: - Domestic abuse - Serious sexual assault - Hate crime	PCC Grant	£150,000	£150,000	
CI012 SP6 SP9	Initiatives which support victims of rape and sexual assault, as well as the investigative process.	Co-Com	£67,906	£67,906	For 2015/16 via: NHS England for Juniper Lodge and St Bernards - Sexual Assault Referral Centres (SARCs)
CI013 SP5 SP6 SP7 SP8 SP9	To deliver an integrated Victim Service which will: <ul style="list-style-type: none"> • track victims of recorded and self-reported crime; • provide information, advice and practical support; and • provide access to “cope and recover” services 	Direct	£749,080	£749,080	

Code	Commissioning Intention	Funding Mechanism	Amount 2015/16	Estimated Amount 2016/17	Comment
CI025 SP5 SP6 SP9	To provide support to: a) Victims of sexual violence – including the ISVA role (adult and child) & a telephone helpline. b) Victims of domestic violence – including high risk/repeat victim safety outreach support and a Leicester, Leicestershire and Rutland-wide telephone helpline.	Co-Com	£260,000	£260,000	These services will be commissioned in partnership with Leicester City, Leicestershire County and Rutland County Councils.
CI026 SP5 SP6 SP7 SP8 SP9	To provide a practical support/ target hardening service for those assessed as vulnerable and/or at high risk of repeat victimisation.	Direct	£45,000	£45,000	

Making Communities and Neighbourhoods Safer Commissioning Intentions

- Strategic Priority 10 (SP10): To continuously improve the police service to the communities of Leicester, Leicestershire and Rutland.
- Strategic Priority 11 (SP11): To reduce all crime.
- Strategic Priority 12 (SP12): To reduce domestic burglary and ensure a positive outcome for victims of burglary offences.
- Strategic Priority 13 (SP13): To reduce violence against the person with injury and ensure a positive outcome for victims of violent crime – with injury offences.
- Strategic Priority 14 (SP14): To reduce vehicle crime and ensure a positive outcome for victims.

All commissioning intentions have been coded 'CI***'. However it should be noted that the numbering is not consecutive due to annual changes in commissioning intentions. All strategic priorities within the Police and Crime Plan have been coded 'SP*' in the table below.

Code	Commissioning Intention (CI)	Funding Mechanism	Amount 2015/16	Estimated Amount 2016/17	Comment
CI014 SP10 SP11	To support initiatives to prevent and detect crime through community intelligence.	Direct	£26,190	£26,190	For 2014/17 via: Crimestoppers National Hub
CI017 SP10	To support work with partners to prepare, respond and recover from local emergencies.	Direct	£6,536	£6,536	For 2015/17 via: Local Resilience Forum
CI018 SP11	To support the work of partners to reduce domestic homicides.	Direct	£32,000	£32,000	For 2015/17, supporting Domestic Homicide Reviews* * 2015/16 contribution paid to Leicester City in 2014/15

Code	Commissioning Intention (CI)	Funding Mechanism	Amount 2015/16	Estimated Amount 2016/17	Comment
CI019 SP11	To support and engage the voluntary and community sector to reduce all crime.	Co-Com Co-Com Direct	a) £10,000 b) £10,000 c) £5,000 Total: £25,000	a) £10,000 b) £10,000 c) £5,000 Total: £25,000	For 2015/17 via: a) Leicestershire Community Infrastructure Organisation contract b) Leicester City Council 'Supporting the VCS' contracts c) Voluntary Action Rutland
CI027 SP10 SP11	To enable young people to support, challenge and inform the work of the PCC and ensure their voices help to shape decisions about policing and crime.	Direct	£15,000	£15,000	For 2015/17 via: SHM Foundation for the Youth Commission.

Protecting the Vulnerable Commissioning Intentions

Strategic Priority 15 (SP15): To prevent child abuse and child sexual exploitation (CSE) and provide a safe and supportive environment for victims and witnesses

Strategic Priority 16 (SP16): Improving the response, service and outcomes for those with mental health needs

Strategic Priority 17 (SP17): To reduce the number of repeat missing person reports

All commissioning intentions have been coded 'CI***'. However it should be noted that the numbering is not consecutive due to annual changes in commissioning intentions. All strategic priorities within the Police and Crime Plan have been coded 'SP*' in the table below.

Code	Commissioning Intention (CI)	Funding Mechanism	Amount 2015/16	Estimated Amount 2016/17	Comment
CI020 SP15 SP17	To prevent child abuse and child sexual exploitation (CSE) and provide a safe and supportive environment for victims and witnesses.	TBC	£50,000	£50,000	A pilot study seeking to develop intelligence in relation to children and young people in care homes who are repeatedly missing, and to identify any links to sexual exploitation is being completed during 2014/15. The results will influence any future commissioning.
CI021 SP16	To work with partners to improve the response, service and outcomes for those with mental health needs.	Direct	£50,000	£50,000	For 2015/17: Contribution to Mental Health Partnership Development Manager post and delivery of Mental Health Partnership Group Delivery Plan.

Code	Commissioning Intention (CI)	Funding Mechanism	Amount 2015/16	Estimated Amount 2016/17	Comment
CI022 SP017	To work with partners to reduce the number of repeat missing person reports.	TBC	£50,000	£50,000	A pilot study seeking to develop intelligence in relation to children and young people in care homes who are repeatedly missing, and to identify any links to sexual exploitation is being completed during 2014/15. This will influence any future commissioning.
CI023 SP15 SP16 SP17	To work with partners to safeguard and promote the welfare of children and vulnerable adults	Direct	a) £87,890 b) £16,470 Total: £104,360	a) £87,890 b) £16,470 Total: £104,360	For 2014/17 via: a) Leicestershire & Rutland and City Safeguarding Boards for Children b) Leicestershire & Rutland and City Safeguarding Boards for Adults

It should be noted that an additional £900,000 is allocated to Community Safety Partnerships via the Partnership Locality Fund (see 6.2c). Their Delivery Plans will support the achievement of many of the commissioning intentions and strategic priorities outlined above and therefore this funding stream is not reflected separately in the tables above.

PCC Grant 2015 - 2017

PCC Grants will be available for the following:

CI010: Interventions that pro-actively reduce anti-social behaviour in:

- New Parks
- Braunstone Park and Rowley Fields
- Abbey (Mowmacre, Stocking Farm, Abbey Rise, Frog Island and Blackfriars)
- Beaumont Leys
- Spinney Hills
- Charnwood East (Syston, Thurmaston, East Goscote & Queniborough),
- Loughborough Central
- Loughborough East (areas of Meadow Lane, Sparrow Hill, Pinfold Gate, Leicester Road, Lewis Road and large parts of both Derby Road and Alan Moss Road)

CI011: Interventions which increase the reporting of:

- **Domestic abuse**
- **Serious sexual assault**
- **Hate crime**

The PCC Grant will not be available for support services for victims as this will be covered through other commissioning intentions. Applications should focus specifically on increasing the number of offences reported.

Glossary

ACPO	Association of Chief Police Officers
ASB	Anti-Social Behaviour
BCU	Basic Command Unit – the largest unit into which Leicestershire Police is divided. There is a City BCU and a Counties BCU.
CJ	Criminal Justice
CJS	Criminal Justice System
CRC	Community Rehabilitation Company
CSE	Child Sexual Exploitation
CSP	Community Safety Partnership
ED	Emergency Department
EET	Education, Employment or Training
FTE	First Time Entrants
IDVA	Independent Domestic Violence Advocate/ Advisor
Index Offence	The proven offence that leads to an offender being included in a particular cohort (a group of people who have shared a particular event together during a particular time span)
IOM	Integrated Offender Management
ISVA	Independent Sexual Violence Advocate/ Advisor
LA	Local Authority
LAC	Looked After Children i.e. those looked after by local authority
Locality	Blaby District, Charnwood Borough, Harborough District, Hinckley and Bosworth Borough, Leicester City, Melton Borough, North West Leicestershire District, Oadby and Wigston Borough or Rutland County
LPU	Local Policing Unit
LLR	Leicester, Leicestershire and Rutland
LR	Leicestershire and Rutland

MAPPA	Multi Agency Public Protection Arrangements
MAPPOM	Multi Agency Prolific and other Priority Offender Management
MFH	Missing From Home
MSG	Most Similar Group i.e. police force areas that are the most similar to each other using statistical methods, based on demographic, economic and social characteristics which relate to crime
OAC	Output Area Classification
OPCC	Office of the Police and Crime Commissioner – the PCC’s staff team
PCC	Police and Crime Commissioner
PCP	Police and Crime Plan
PPO	Prolific and other Priority Offenders
Regional	East Midlands which includes Derbyshire, Leicestershire, Lincolnshire, Northamptonshire and Nottinghamshire
SARC	Sexual Assault Referral Centre
SLF	Supporting Leicestershire Families
Sub Regional	Leicester, Leicestershire and Rutland
TFMV	Theft from Motor Vehicle
TOMV	Theft of Motor Vehicle
TF	Troubled/Supported Families
VAPWI	Violence against the Person with Injury
YOS	Youth Offending Service

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PARTNERSHIP LOCALITY FUND 2014/15

Community Safety Partnership	Initiative	Amount
Safer North West Partnership	Domestic Abuse Outreach Service	£16,000
	Tackling Vehicle Crime	£5,000
	Tackling Violent Crime in the Night time economy	£3,100
Harborough District Council	Harborough Be Safe	£2,500
	Diversionsary/Prevention Activities	£3,000
	Journey Away from Domestic Abuse (JADA)	£3,500
	Harborough Sanctuary Scheme	£1,500
Safer Leicester Partnership	Street Drinkers Outreach Service	£35,000
	Alleygating: Reducing Opportunities to offend	£20,000
	Anti-Social Behaviour Victim Support for Leicester City	£25,000
	Encouraging reporting of domestic abuse and sexual violence in Leicester to ensure better reporting and improved outcomes	£25,000
	Safer Communities In Leicester	£42,800
	<i>Contingency</i>	<i>£10,000</i>
Blaby & Hinckley & Bosworth	Children's Worker	£22,500
	Home Security	£12,000
	Safety Crew Initiative	£4,000
	Male Domestic Abuse Worker	£8,500
Oadby & Wigston Community Safety Partnership	Community Flat	£2,000
	Sanctuary/Support Victims of ASB	£5,700

Charnwood	Initiatives to reduce anti-social behaviour and to improve the recording of incidents	£6,000
	Crime Reduction initiatives	£10,000
	Domestic Abuse Outreach Service	£10,000
	Hate Incident Awareness	£1,000
	<i>Contingency</i>	<i>£22,200</i>
Safer Melton Partnership	Increasing confidence in crime prevention in the Borough of Melton	£11,600
Countywide	Partnership Crime Prevention and Awareness Campaign Programme	£10,500
Rutland	Domestic Abuse Awareness & Prevention	£4,000
	Evening Economy Stay Safe	£2,300
TOTAL		£324,700

PCC GRANTS 2014/15

Name of Initiative	Name of Organisation	Amount
Warning Zone Year 6 Schools Programme & Early Intervention Group Work	Warning Zone Ltd.	£15,000
Community Action Against Crime	Catch22	£37,000
Targeted Counselling Support for Victims of Domestic Abuse in Leicester, Leicestershire and Rutland (LLR)	Safe Project, Trade and New Dawn New Day	£32,046
Project Go!	Pedestrian Limited	£13,010
To the Hoop	KB in the Community	£13,633
Street Sport	Community Projects Plus	£22,595
Box Smart	Waterfront Sport and Education Academy (WSEA)	£22,000
Tackling Domestic Burglary and Vehicle Crime Hotspots	Leicestershire Police Counties BCU	£9,000
Game Over	Soft Touch Arts Ltd.	£7,960
Textile Project to train disengaged young people	Whitwick Community Enterprises	£10,799
Children & Young Persons Independent Sexual Violence Advisor (ISVA)	FreeVA	£46,167
ADAM Project	Women's Aid Leicestershire Ltd.	£43,085
Building Bridges	The Contact Project	£11,904
Catching the Wave	Pedestrian Limited	£29,745
Set aside towards Reporting of Hate Crime		£30,000
TOTAL		£343,944

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