



Meeting: Leicester, Leicestershire and Rutland Police and Crime Panel

Date/Time: Wednesday, 17 December 2014 at 1.00 pm

Location: Sparkenhoe Committee Room, County Hall

Contact: Sam Weston (Tel: 0116 305 6226)

Email: sam.weston@leics.gov.uk

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

Please note: this meeting will be filmed for live or subsequent broadcast via the Council's web site at <http://www.leics.gov.uk/webcast>
– 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 29 September 2014.	(Pages 3 - 10)
2. Public Question Time.	
3. To advise of any other items which the Chairman has decided to take as urgent elsewhere on the agenda.	
4. Declarations of interest in respect of items on the agenda.	



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| 5. | Force Change Programme Update. | Police and Crime Commissioner | (Pages 11 - 16) |
| 6. | Strategic Update from the Police and Crime Commissioner. | Police and Crime Commissioner | (Pages 17 - 30) |
| 7. | Budget and Proposed Precept 2015/16: Medium Term Financial Plan Update. | Police and Crime Commissioner | (Pages 31 - 36) |
| 8. | Quarter 2 Performance Report. | Police and Crime Commissioner | (Pages 37 - 50) |
| 9. | Best Use of "Stop and Search" Scheme. | Police and Crime Commissioner | (Pages 51 - 54) |
| 10. | Date of next meeting. | | |

The next meeting of the Panel is scheduled to take place on 29 January 2015 at 1.00pm.

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, 29 September 2014.

PRESENT

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

Cllr. R. B. Begy, OBE
Cllr. David Bill MBE
Cllr. A. V. Greenwood MBE
Miss. H. Kynaston
Cllr. William Liquorish

Col. R. Martin OBE, DL
Cllr. Trevor Pendleton
Cllr. Sarah Russell
Cllr. Lynn Senior

Apologies

Cllr. J. Boyce, Cllr. Manjula Sood, MBE and Cllr. Paul Westley

In attendance

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

83. Minutes.

The minutes of the meeting held on 14 July 2014 were taken as read, confirmed and signed.

84. Urgent Items.

There were no urgent items for consideration.

85. 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. Tony Greenwood declared a personal interest in respect of Agenda Item 5 as a member of Blaby District Council (Minute 88 refers).

Colonel Robert Martin declared a personal interest in respect of Agenda Item 9 as the Trustee of "Warning Zone" which was in receipt of some funding from the Police and Crime Commissioner (minute 92 refers).

86. Announcement by the Police and Crime Commissioner.

The Chairman indicated that he had been requested by the Commissioner to allow him the opportunity to make an announcement. The Commissioner had not told the Chairman of the nature of this announcement but stated that he would be unable to answer any questions on the matter at the Panel meeting. Accordingly, the Chairman suggested that the Panel adjourn in order that the request could be discussed in private amongst Panel members.

-The Panel adjourned at 2.05pm and restarted 2.20pm –

The Chairman indicated that, following private deliberation amongst the Panel members, the Commissioner would be given the opportunity to deliver his announcement, however he pointed out that the Panel largely felt that, unless they directly affected the Panel itself, announcements of this kind should be dealt with in a press conference setting rather than via Panel meetings; otherwise

The Commissioner responded by stating that he did not want the Panel to be compromised by learning of developments at his office second hand, but that he accepted the point being made.

Accordingly, the Commissioner delivered the following statement:

“Mr Chair, Panel Members,

I assure you that I won't keep you for long, for I am very alive to the fact that we have a particularly full Agenda today.

Nonetheless, I felt it extremely important to brief you regarding the Review that I instigated earlier this month – actually on 1st September, whilst I was on holiday. That Review is aimed at looking into the action taken by Leicestershire Police following any allegations of abuse relating to children and young people in our police area.

You will appreciate, noting the date on which I acted, that this was done in the immediate aftermath of the Rotherham Report. It is my firm belief that we need to reassure victims, the public and our local stakeholders that all allegations of abuse, whether these are historic or present-day, have been – and are being – handled appropriately by Leicestershire Police.

I have therefore asked the Force to examine how it managed allegations of suspected child sexual abuse, grooming or exploitation reports to Leicestershire Police from the 1990s onwards. Whilst final timescales for completion are still to be confirmed- and given that I have made it abundantly clear that quality must not be sacrificed for speed – I expect to receive an outline report by the end of the year.

The Review is, as you would expect, being overseen by a very senior officer who is reporting to me through the Chief Constable. It will look at the action taken at the time of any allegation and the outcomes reached. Perhaps most pertinently, given the desperate failures in Rotherham, it will evaluate any decisions not to take further action in order to see whether such action should have been taken, or indeed could be taken now, in response to the original complaint.

The Chief Constable is fully supportive of the approach that has been taken, and we together have worked closely with Force colleagues to agree the extent of the Review.

I am sure that I have no need to highlight the fact that the Leicestershire Police Force has conducted a number of investigations in recent years, with vigour and professionalism, and these efforts have led to the successful prosecution of several individuals for abusing children. You are probably also aware that several other enquiries are currently active, which of course we cannot discuss.

But the public, quite rightly, will want assurance that we are providing adequate safeguards to the young people of this area. And victims and those at risk of abuse must have confidence to come forward, secure in the knowledge that they will be taken seriously and treated with sensitivity. Those who may harbour concerns regarding allegations of a historical nature should now have faith that the action taken at the time is being re-examined.

I should, of course, stress that there is nothing – absolutely nothing - to suggest that current procedures are not what they should be. But we all know that national news stories about events in other areas can have an impact on local opinion and confidence. And, whilst this is in no way a fault-finding mission, should we find areas where improvements can be made, that would clearly be an added benefit.

Having briefed you, the Panel, I am also today writing to appropriate partners and issuing a media statement covering the key points. In my view, doing nothing in the aftermath of the Rotherham Report was not an option; that is why I took such quick action. This is, without doubt, the right thing to do.

At this point it is not appropriate to invite, or take, questions on the topic. I have brought a copy of the press statement for you all, and there is nothing more to add at this time except to say that I expect to make a further statement when I receive the outline report, including of course to this Panel.

Thank you.”

RESOLVED:

That the statement delivered by the Commissioner and the press statement tabled be noted.

87. Force Change Programme.

The Panel considered a report of the Police and Crime Commissioner concerning the Force Change Programme. A copy of the report, marked “Agenda Item 4”, is filed with these minutes.

In introducing the item, the Commissioner made the following points:

- Prior to his arrival, the Force had already made savings of £23 million and, at the time, crime had continued to fall. Further savings of £15.4 million would need to be achieved by the end of 2016/17;
- Most of the “transactional” changes had already been implemented in order to identify these savings, so it therefore fell to the PCC and the Chief Constable to implement the more “transformational” changes that were required to identify these significant extra savings;
- The new Force model would be leaner but would retain its focus on neighbourhood policing. It would also provide an improved offer to victims and witnesses;

- HMIC had assessed the Change Programme and found that it was a good approach;

Arising from a discussion, the following points were noted:

- Some of the key elements requested by the Panel had not been included in the report. It was important that sufficient detail was included in the report to enable the Panel to scrutinise the role the PCC had played in the Change Programme and in assuring himself that an effective and efficient Force was in place;
- The audit of the Change Programme conducted by Baker Tilly had not been reported to the Panel. However it had been reported to the Police's Joint Audit and Risk Assurance Committee, which was held in public. It had not been felt to be normal practice to submit all audit reports to the Panel but this information was available, should the Panel require it;
- Fear of crime was an important issue. It was felt that the media and indeed the Police's own communications team had an important role in this in area (see Minute 89 for further details);
- The PCC was happy with the way in which the Force Change Programme had been communicated to partners and the assessment it had received from HMIC;
- It was felt that regular communication on the progress of the Plan would be welcomed amongst district and parish partners. The PCC indicated that he was happy for this to happen. A view was expressed that the insight of elected representatives and the independent members of the Panel had been "lost" as part of this process;
- There were no plans to "regionalise" policing services in order to identify savings, though it was felt that the East Midlands forces led the way in terms of collaborative working;

RESOLVED:

That the report be noted.

88. Partnership Progress Report.

The Panel considered a report of the Police and Crime Commissioner concerning an update on partnership working. A copy of the report, marked "Agenda Item 5", is filed with these minutes.

The PCC introduced the item by making the following points:

- A Chief Superintendent would lead and advise the Force on partnership working;
- A new "Partnership Co-ordination" role would be recruited to in order to strengthen this area in the OPCC;
- The PCC would be recruiting Policy Advisors in the areas of victims and witnesses and communities and partnerships. These were personal appointments by the PCC reporting directly to him which had not been publicly advertised. The Policy

Advisors would work for one day per week for around £250 per day and would be fixed term appointments for the duration that the Commissioner held office. The OPCC was happy to share the protocol on which these posts would engage, with the Panel;

- The views of the Panel had been central to the approach taken.

Arising from the discussion, the following points were noted:

- The Resources Manager post would report to the PCC. It was a renamed post, previously known as an “Accountant”. The post would now be widened to look at issues such as planning and estates;
- Compensatory savings would be made in order to make the appointments from within existing budgets;
- The stakeholder event which was stated in the report to take place in October had now been postponed to 3 November;
- Blaby District Council had been informed that that Leicestershire Police had commissioned QC advice in regard to the S106 protocol which Blaby was leading on in the County. Blaby hoped that Leicestershire Police would commit to this process and work with the protocol rather than challenge it. If it did not, Blaby would strongly question the benefit of a joint approach to S106. The PCC was not aware of this document and asked to be given some time to investigate the matter with the Chief Constable.

RESOLVED:

- (a) That the report be noted;
- (b) That a report be submitted to the next meeting of the Panel setting out the structure and cost of the OPCC.

89. Review of Communication and Public Engagement.

The Panel considered a report of the Police and Crime Commissioner concerning a review of the Police’s communication and public engagement function. A copy of the report, marked “Agenda Item 6”, is filed with these minutes.

In introducing the item, the PCC made the following points:

- Engagement with communities was essential to the success of the Change Programme. Change of public behaviours was also important in order to reduce the demand on policing. There was scope to carry out these activities in a better way than they had been carried out previously, not least because of the need to now serve a Chief Constable and a PCC;
- Following a review and staff consultation, a new shared business unit would be created which would provide media services, behavioural change and digital media. This would be operational by the beginning of the new financial year. It would be delivered within the previous staffing budget and would be dually

accountable to the PCC and the Chief Constable;

The Chairman indicated that a submission had been tabled from the National Union of Journalists (NUJ) making some comments on the proposed structure and function of the new shared communication and engagement unit. A copy of the submission is filed with these minutes. The PCC indicated that he would like to be given time to take the submission away and consider it before answering any questions on it.

Arising from a discussion, the following points were noted:

- The PCC assured the Panel that the Chief Constable would continue to be able to issue his own comments via the new unit. The PCC was clear that there would be sufficient operational independence to ensure that each party was served effectively. The PCC hoped that the goodwill between himself and the Chief Constable would continue to enable this service to function effectively and efficiently;
- Staff would report to the CEO on the OPCC side and the Deputy Chief Constable on the Leicestershire Police side of the new unit. The long-term employment status of the shared service had not yet been decided. Some concerns were expressed by the Panel about the dual accountability of the service and how this would work on a line management basis for members of staff. The PCC accordingly stressed the importance of the personalities of the staff which would ensure the success of the service. The Panel emphasised the importance of a structure being credible and sustainable beyond the personalities involved. The PCC responded that detailed job descriptions, policies and procedures would ensure that responsibilities were clearly set out;
- The PCC assured members of the Panel that the outcome of the Leveson Enquiry had been heeded as part of the development of this new service;
- The Chairman indicated his concern that the cost of the PCC's office was not publicly available. A report would be submitted to the next meeting of the Panel on this issue (as referenced in Minute 88);

RESOLVED:

That the report be noted.

90. 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.

91. Commissioning Framework (including Grant Results for 2014-15).

The Police and Crime Panel considered a report of the Police and Crime Commissioner concerning the Commissioning Framework. A copy of the report, marked "Agenda Item 9" is filed with these minutes.

The Chairman enquired as to whether the contingency fund of 10% was sufficient in order to tackle any emerging threats. It was explained that the 10% was an option for CSPs to request funding as and when when required. This figure was arrived at following

consultation with the CSPs. In 2014/15 only two CSPs had requested access to the contingency fund.

RESOLVED:

That the report be noted and that the support to the Supporting Leicestershire Families Service be welcomed.

92. Update on Victims and Witnesses.

The Police and Crime Panel considered a report of the Police and Crime Commissioner concerning an update on the work carried out by the OPCC in regard to victim and witness support. A copy of the report, marked "Agenda Item 7" is filed with these minutes. In support of the report, a presentation was delivered, the slides to which are filed with these minutes.

RESOLVED:

That the report and presentation be noted and that the work carried out in respect of victims and witnesses be welcomed.

93. First Quarter Performance Report.

The Police and Crime Panel considered a report of the Police and Crime Commissioner concerning the First Quarter Performance Report. A copy of the report, marked "Agenda Item 8" is filed with these minutes. In support of the report, a presentation was delivered, the slides to which are filed with these minutes.

RESOLVED:

That the report be noted and that the move away from statistical targets and toward "outcomes" be particularly welcomed.

94. Date of next meeting.

It was NOTED that the next meeting of the Panel would be held on 4 November at 1.00pm and that all future meetings of the Panel would commence at 1.00pm rather than 2.00pm.

2.00 - 4.30 pm
29 September 2014

CHAIRMAN

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POLICE & CRIME COMMISSIONER FOR LEICESTERSHIRE POLICE & CRIME PANEL

PAPER MARKED

Report of	POLICE AND CRIME COMMISSIONER
Date	WEDNESDAY - 17th DECEMBER 2014
Subject	FORCE CHANGE PROGRAMME UPDATE
Author	CHIEF FINANCE OFFICER

Purpose of Report

1. This report is a standing item, which relates to Police and Crime Plan Strategic Priority 18:

“With staff and partners, transform the way we protect our communities and deliver over 20m in revenue savings by 2016/2017”.
2. This report seeks to update the Police and Crime Panel on the progress of the Change Programme since the report to the September 2014 Police and Crime Panel meeting and the Police and Crime Commissioner’s role in holding the Chief Constable to account in delivery of the programme and the Police and Crime Plan priority.

Recommendation

3. It is recommended that the Police and Crime Panel note the contents of the report and recognise the progress made since the last meeting.

Background

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 (MTFP) is updated on a regular basis to reflect changing assumptions.
6. The MTFP originally highlighted a shortfall of £23M which needed to be reduced from the baseline budget permanently by 2016/17. The MTFP identified these year on year reductions between the years 2013/14 to 2016/17 (£34m over the full period of the spending review).

7. As at the end of September 2014, against the original estimate of savings required between the years 2013/14 to 2016/17, savings of £17.3M have been realised, planned or are nearing completion, including from the new operational policing model. At this time, only £5.7m of savings remained to be identified and realised from the original savings estimate.
8. Work is already underway to update the MTFP in light of the potential funding settlement for 2015/16 and it is likely this will affect the level of savings required.
9. In line with the original estimate, the Force is currently preparing proposals to achieve the balance of the savings required above and has advised the PCC that these proposals (which are being scoped for feasibility and impact on the delivery of the Police and Crime Plan) will be considered by the force by the end of 2014.

Scrutiny and Assurance

10. The PCC holds the force to account on the Change Programme by ensuring questions and challenges are made which includes seeking assurances in the following ways:
 - Full discussions take place when appropriate at the Strategic Assurance Board which is held monthly, chaired by the PCC and attended by members of the OPCC and the Chief Constable and his Chief Officer Team.
 - A member of the OPCC attends both the Change Board agenda setting meeting (chaired by the Deputy Chief Constable) and the Change Board, which is held monthly, attended by key staff within the force to ensure full discussion on the progress of the programme, the impact of changes and oversight of risks and which is also chaired by the Deputy Chief Constable.
 - The PCC and members of the OPCC join the Chief Constable and his Chief Officer Team on a weekly basis to discuss timely issues and updates and in recent weeks these have included updates on the next stages of Edison and how the planning and implementation of these is taking place. In addition, future and past meetings with key stakeholders regarding the change programme are highlighted and information and assurances sought and provided. Recent discussions have included key milestones such as shift patterns and officer placements across the force area.
 - At the regular 1 to 1 meeting with the Chief Constable, the PCC seeks assurances on key aspects of Edison which include key updates on the work of the Change Board.
 - These meetings are supplemented by regular discussions between the Chief Executive and Deputy Chief Constable (as well as the Chief Finance Officer and Force Finance Director), to ensure good communication across and between the two offices.
 - There is a structured process in place to ensure that savings and costs of the Change Programme are captured and fed through into the budget monitoring and the Medium Term Financial Plan when they have been

finalised and agreed. This information is shared and discussed with the OPCC, and ultimately via the Change Board and is appropriately challenged and scrutinised.

11. The PCC also reviews external reports and reviews of the force, to gain assurance and monitor progress, namely:

- a) **HMIC Valuing the Police** – as advised to the Panel in September 2014, the fourth annual inspection reported in July 2014 and 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.’

- b) **Internal Audit of the Force Change Programme** – as advised to the Panel in September 2014, the most recent audit report in April 2014 carried out by Baker Tilly Risk Advisory Services was reported to the Joint Audit Risk and Assurance Panel (who monitor all Internal and External Audits of the OPCC and the Force) and 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.’

However, some issues were identified which if not addressed would increase the likelihood of risk materialising in this area and a number of recommendations were made to the force to further develop the controls and assurances. One medium level recommendation, 6 low level recommendations and no high level recommendations were received.

These recommendations are monitored, together with all outstanding audit recommendations by the OPCC, but also by the independent Joint Audit Risk and Assurance Panel (JARAP) at each meeting.

It is important to note that the medium recommendation noted above was implemented quickly and related to securing appropriate and sufficient resource to deliver the Change Programme.

In addition, a further review will be undertaken by the auditors, scheduled for February 2015 which will also cover an assessment of the implementation of all outstanding recommendations. Whilst the auditors do not review low level recommendations, the force and the OPCC do monitor them and update the JARAP as required.

The annual report of the JARAP is highlighted as Background Papers below and is available to the Panel on request or is available online on the OPCC website.

c) Value for Money (VFM) Profiles

The HMIC's annual Value for Money (VFM) profiles can be used to review and highlight where resources are prioritised and to help inform discussion between the PCC and the force by exploring areas of divergence from the national and MSF peers (Most Similar Forces).

The HMIC profiles were recently issued and the information provided does support the direction of the Change Programme and the work of Project Edison with the profiles highlighting that Leicestershire do spend higher at 73.3% on operational frontline staff than either nationally or the MSG average (70.9% and 72.1% respectively) with more Police Officers per 1000 population and more spent on local policing than any other in our most similar group (MSG).

Update on Key Activities

12. The PCC has sought assurance from the force in respect of the communication with partners and the workshops and meetings they have undertaken in respect of the Change Programme. Over 37 meetings have now taken place with key stakeholders, prior to and following the September Police and Crime Panel.
13. Stakeholder meetings have included district, borough, county and city councils in respect of the Change Programme, together with separate updates to the independent members of the Police and Crime Panel.

Furthermore, the Force have met with other key stakeholder public sector, voluntary and Community groups in Leicester, Leicestershire and Rutland including Joint Action Groups (JAG's). The PCC has sought assurance from the force that the engagement and communication will continue where needed.

Timelines

14. The new target operating model will be implemented within this financial year, the timeline for implementation has been presented to the Change Board on 25th September 2014. Most change activity is planned during January and February 2015 although improved ways of working have been introduced already into the Force to establish new processes and to start to change culture.
15. Key achievements so far include revised staff shift patterns (which have been agreed) and officer placements have now been completed. PCSOs will remain where they are currently stationed.
16. The force have advised that communication will continue with the public around how 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 make contact with the force. A communication and engagement plan has now been prepared to implement this important aspect of the Change Programme.

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

None

Background Papers

HMIC Valuing the Police 4 July 2014
HMIC Value for Money Profile 2014
JARAP Annual Report 2013/14

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POLICE & CRIME COMMISSIONER FOR LEICESTERSHIRE POLICE & CRIME PANEL

PAPER MARKED

Report of	POLICE AND CRIME COMMISSIONER
Date	WEDNESDAY - 17th DECEMBER 2014
Subject	STRATEGIC UPDATE
Author	CHIEF FINANCE OFFICER

Purpose of Report

1. This report is intended to update the Police and Crime Panel on key strategic areas, which would not all necessarily be the subject of separate reports on the agenda but which are pertinent to the PCC in undertaking his role and will therefore be of interest to the Panel.
2. The strategic update is the first such report to the Panel and comments would be particularly welcomed on both the format and timeliness to develop and inform such reports in the future.

Recommendation

3. That the Panel consider and note the report and where appropriate comment on the format, content and timeliness of future reports.

Chief Constable's Contract

4. As the Panel will be aware from recent communication, the PCC has decided to extend the fixed term appointment of the Chief Constable Simon Cole QPM, in line with the maximum extension available within the current Police Regulations. This means he will remain in post until at least June 2018.
5. There is no stronger way for a Police and Crime Commissioner to demonstrate their support for their Chief Constable than this. Over the last two years the Chief Constable and PCC, along with the rest of the chief officer team, have established a powerful and mutually beneficial relationship, enabling the foundations for the Force change programme to be laid down. It is important that the operational architect of that change programme (ultimately the Chief Constable) is now given the opportunity - and the responsibility - of translating the programme into the reality that will continue to deliver the Police & Crime Plan. The PCC will, of course, be holding the Chief to account during his period of time as PCC to ensure that he sees these plans through to implementation and beyond.

6. Furthermore, recorded crime is coming down and the PCC would very much like the Chief to continue the good work he does with the Force and partners to see that this continues.

HMIC Inspections

7. Since April 2014, the Force has been subject to a number of HMIC Inspections, and it would be useful to apprise the Panel of some key inspections and pertinent elements:
8. In terms of holding the Chief Constable to account and gaining assurance from scrutiny, the PCC (or one of his team) attend every "hot debrief" at the end of each inspection to hear key findings at first hand. This is also a subject for any discussions with the PCC and Chief Constable in their 1 to 1 meetings, the joint OPCC and COT weekly meeting, and as a substantive item on the Strategic Assurance Board. Where recommendations are identified to improve services, the PCC holds the Chief Constable to account in their completion, receiving regular updates on their implementation.
9. Key HMIC inspections which will be of interest to the Panel include:

- a. **PEEL Inspection**

Her Majesty's Inspectorate of Constabulary (HMIC) published its much-anticipated inaugural "PEEL" Inspections of all Police Forces in England and Wales. The assessments looked at the Effectiveness, Efficiency and Legitimacy of all forces, taking into consideration inspections and information gathered over the last 12 months - this is the first time the HMIC has sought to grade forces in a number of different categories, and Leicestershire Police was deemed as 'good' across the board.

The commitment to neighbourhood policing has been praised and Leicestershire have been singled out as having seen bigger reductions in crime and antisocial behaviour than anywhere else. Critically, partnership work has been highlighted, which is a testament to the work of Panel members and other key partners and stakeholders in helping the Force achieve such a high level of performance across the board.

These grading are significant, not least because of the financial constraint within which the Force has to operate, and is a tribute to the hard work undertaken by the Chief Constable and the entire workforce to help keep our communities safe. This achievement was, also significant in the PCC's decision to renew the Chief Constable's contract.

- b. **Valuing the Police 4**

This fourth inspection reported in July 2014 and 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'.

This report has been highlighted to the Panel in previous Change Programme reports.

c. **Core Business**

This was an inspection into crime prevention, police attendance and the use of police time. HMIC's inspectors visited all Forces between January and April this year and during their inspections, they specifically examined:

- How well forces are preventing crime and anti-social behaviour
- How forces respond to reports of crime, including investigating crime and bringing offenders to justice; and
- How forces are freeing up the time of their staff so they can focus on core policing functions.

Leicestershire is mentioned as examples of best practice nationally for:

- Its approach to policing the night-time economy; and
- The "triage car" system which is helping to more effectively respond to incidents involving issues of mental health

It is extremely important that, in times of financial austerity, the Chief Constable and his colleagues identify ways in which the Force can continuously improve the service provided but with less money and fewer officers and staff. This report suggests the Force is heading in the right direction and in some areas setting the national standard.

However, there is no complacency and it is recognised that there are areas for further improvement which the PCC will continue to seek assurances on which includes the development of a crime reduction strategy and a number of recommendations which have been addressed in the design of the new policing model.

d. **Crime Data Integrity**

All 43 police forces in England and Wales are being inspected in terms of how they record crime data. It is the most extensive investigation of its kind that HMIC has ever undertaken into crime data integrity. In respect of Leicestershire's inspection, HMIC said the victim-focussed approach taken by the force is:

"a credit to the officers and staff representing Leicestershire police on their front line".

They also praised chief officers for "strong and visible leadership throughout the organisation, with a real focus on crime data integrity".

They highlighted as "good practice" the processes used by the Force for the recording of sexual offences. HMIC made five recommendations in its report, which include the need, within six months, to review crime recording training, the PCC will ensure through holding the Chief Constable to account that this is completed.

e. **Value For Money (VFM) Profiles**

HMIC issue Value for Money Profiles as a tool to enable comparisons between forces and between most similar groups designed for use by force management and PCCs to prompt questions and enable discussions, it is issued each Autumn to help inform budget decisions for future years.

Whilst the profiles have only just been issued, the PCC will ensure that they are discussed with the Chief Constable and his team, prompting questions and seeking responses through the Strategic Assurance Board and other meetings.

Of particular note, Leicestershire broadly has a higher investment in frontline officers and lower costs of support functions than most other forces. The cost of the Office of the Police and Crime Commissioner at just over £1M (in respect of the Commissioner and the office) in total is below the national average, but slightly higher than the most similar group average.

In respect of Commissioning, the profiles highlight that Leicestershire has the second highest level of investment nationally in Community Safety (which includes Commissioned Services) and reflects the PCC's commitment to this area.

Internal Audits

10. In line with the principles of good governance, an independent Joint Audit, Risk & Assurance Panel (JARAP) is in place which covers the separate roles and offices of both the Police & Crime Commissioner (PCC) and the Chief Constable. It is an independent body which seeks assurance (and in turn provides the PCC and CC with assurance) over the adequacy of the following:
 - The risk management and the internal control framework operated by the PCC and Chief Constable.
 - The effectiveness of their respective governance arrangements.
 - The appointment, support and quality of the work of internal and external auditors as they provide assurance on risk management, internal controls and the annual accounts through their work.
 - Financial and non-financial performance to the extent that it affects the PCC and Chief Constable's exposure to risk, weakens the control environment and undermines their ability to provide good value for money.
 - The financial reporting process.
11. All internal audit reports are reported to the JARAP meeting and, in line with the internal auditors' usual practice, the reports are issued to management (PCC and CC) with all high and medium level recommendations tracked and monitored with updates reported to each meeting.
12. At the year end, an Internal Audit Opinion is received for both the Office of the Police and Crime Commissioner and the Office of the Chief Constable which provides reasonable assurance that there are no weaknesses in risk management, governance and control processes and is used in the compilation of the Annual Governance Statement which is then audited by the External Auditors.

13. These opinions have been received and both the Office of the Police and Crime Commissioner and the Chief Constable received unqualified external audit opinions for the year 2013/14.
14. Whilst the 2014/15 Internal Audit Plan is ongoing, a significant number of reports are being finalised and audits are planned to complete in Quarters 3 and 4. The majority of these audits relate to the Force from which the PCC also seeks and gains assurance.
15. The following audits for 2013/14 specifically for the OPCC were as follows:

Audit	Assessment	Comment
Publication Scheme	Advisory Audit	6 recommendations to improve disclosure requirements
Monitoring and Delivery of the Police and Crime Plan	Green	2 low level recommendations which were force related in respect of monitoring.
Governance	Green	5 low level recommendations for which both the force and OPCC were action leads.
Risk Management	Amber/Green	2 medium and 4 low level recommendations for which both the force and OPCC were action leads.

16. In addition, Internal Audits conducted into the force during 2013/14 for which the PCC has sought and gained assurance are as follows:
- Payroll
 - Health and Safety
 - Winsor Review – Payments for Unsocial Hours
 - HR – Absence Management
 - Change Programme
 - General Ledger
 - Payroll and Expenses
 - Budget Setting, Control and Monitoring
 - Mobile Device Security
 - Follow up of previous recommendations
17. An Internal audit (requested by participating PCCs) into collaboration arrangements took place, was assessed as Amber/Red and highlighted five medium and two low level recommendations. These are being monitored and progressed both regionally and at a force level with scrutiny and assurance applied by the PCCs. A workshop has taken place with the auditors to develop regional assurances, and additional work is being taken forward by each OPCC and Force lead to develop a Regional assurance approach in this area.
18. Internal audits for 2014/15 are underway with most scheduled in Quarter 4 and these include, specifically for the OPCC: Commissioning, Governance and Risk Management. In addition, collaboration assurance has been identified by all regional forces and OPCCs.
19. The JARAP produce an annual report of the scrutiny applied and assurances gained during the year. This is presented to the PCC and the Chief Constable and was discussed at the Strategic Assurance Board. It is available on request and online on the OPCC website.

Structure Review of the Office of the Police and Crime Commissioner

20. At the September meeting, the PCC updated the Panel on the work he was undertaking into a review of the OPCC structure. This review was important in recognising that different skills are required to deliver and embed the work of the Office of the Police and Crime Commissioner than were required to create and set up the office.
21. This review has now been completed, and HR processes completed in respect of the restructure and process for recruitment. At the time of writing, a number of posts have been filled internally, and external recruitment processes will now be progressed for remaining vacancies.
22. As highlighted to the Panel previously, a greater emphasis has been made on sharing resources where appropriate with the Force, such as for the Communications and Engagement Directorate and Executive Support arrangements which will be delivered through an SLA. These costs equate to £64K and are shown in the OPCC budget for transparency as a contribution towards shared services.
23. The June 2013 and revised structure lists are shown in the table below:

June 2013 Structure	Revised Structure
Chief Executive	Chief Executive
Chief Finance Officer	Chief Finance Officer
Accountant	Resources Manager
Planning and Performance Co-ordinator	Planning and Performance Co-ordinator
Policy and Performance Officer	
Senior Commissioning Manager	Head of Partnerships and Commissioning
	Commissioning Manager
	Partnerships Co-ordinator
	Commissioning and Contracts Officer
Head of Governance	Head of Governance and Assurance
Governance Support Officer	Governance Officer
Governance Support Officer	Assurance Officer
Governance Support Officer	
	Head of Policy and Strategy
	Policy and Research Officer
Personal Assistant to OPCC	Personal Assistant to OPCC
OPCC Administrator	Resource requirements reviewed and Executive Support and Communications Provided by the Force with funding transferred from OPCC
Communications and PR Manager	
Engagement and Consultation Manager	

24. Key changes of note are as follows:

a. The permanent establishment of the OPCC has remained at 14 members of staff.

b. Investment in Partnerships and Commissioning

The capacity for Commissioning and Partnerships has been strengthened to reflect the high value placed on this work with the PCC and partners. A strategic post of Head of Partnerships and Commissioning has been created to which Sue Haslett has been appointed.

The equivalent of one post (the Commissioning Manager) will be funded in full by the additional grant resourcing provided to deliver on the new Victims and Witnesses agenda. Additional one-off Home Office grant funding has also been received to support the implementation and development of this area and this has (and will be) utilised on a temporary support basis.

Over £1m will be received and nearly all of this will be used on services commissioned in respect of Victims and Witnesses but this will bring with it a significantly increased workload for which there is insufficient capacity within the current team.

As previously highlighted to the Panel, an additional post of Partnerships Co-ordinator has been created to reflect the PCC's commitment to the priority of effective partnership relationships and support.

c. Review of Resources and Performance

To reflect the substantial amount which has taken place to design, implement and align processes and systems for Performance between the OPCC, Partners and the force, these have now been embedded and this has enabled Performance resources to be reduced by one post.

The post of accountant has been deleted and a new post of Resources Manager created to give wider involvement and assurance on other functional areas such as Procurement, Estates and HR and to take a key role in working with the Force to take forward and strengthen relationships between the Force, OPCC and planning authorities.

d. Investment in Policy and Strategy

Investment has been made in the creation of a Head of Policy and Strategy post to provide essential horizon scanning, assessment and implementation of policies and legislative changes at a national, regional and local level. This post is supported by a Policy and Research Officer.

e. Executive Support and Communications

These areas have been detailed in paragraph 23 above.

f. Policing Advisor

A Policing Advisor is seconded to the OPCC from the force. The role was established as a development opportunity for a Police officer to

enable them to have exposure to the Office of the Police and Crime Commissioner. The role provides a key link between the OPCC and the Force on connected projects such as developing and embedding the Youth Commission.

g. Review of Governance and Assurance

Now that the setting up of the governance and structure arrangements of the OPCC have been embedded, it was possible to reduce the resourcing in this area and responsibilities have been separated for Independent Custody Visitors which are overseen by the OPCC and other assurance activities which include Freedom of Information, the Publication Scheme and Complaints.

25. From the current year's budget, the OPCC has also contributed the sum of £28K over a two-year period to a two-year fixed term appointment for a Mental Health Co-ordinator. This post is a partnership post, created to develop the Mental Health agenda across partners in LLR, taking forward the work of the Mental Health Partnership sub-group chaired by an Assistant Director of West Leicestershire CCG, employed by and part funded by the force and for which the OPCC financially contribute and line manage through the Head of Partnerships and Commissioning.
26. Furthermore, as highlighted to the Panel in September is the critical area of policy support to the PCC to ensure he is cognisant of partner and stakeholder issues in the development of policy decisions and actions. Steph Morgan has been appointed for up to one day per week to support the PCC directly on policy areas within the criminal justice environment, linking to key partnerships and forthcoming reforms, including victims and witnesses. This work will start to develop over the coming months and will be shared with the Panel in due course. A Policy Advisor Protocol has been developed and this is attached as an Appendix to this report
27. When the budget was reported to the Police and Crime Panel in January 2013, there was an indicative budget for the OPCC of £1.077M, which was reduced to £1.046M in 2013/14.
28. Mindful of reducing budgets, the PCC set a budget for his office in 2014/15 of £1.031M and it is his intention to maintain the budget at this level for 2015/16, absorbing the cost of inflation and pay increases in line with the challenges which the Force and many other public sector organisations are facing.
29. There will not be an increase in the OPCC budget as a result of the OPCC restructure. Careful consideration has been given to the skills, capacity and resources required to undertake the duties required and costs will be met from within existing budgets. A full review of the OPCC budgets has taken place to ensure an affordable budget for the OPCC can be achieved for 2015/16 and it will be frozen at a level of £1.031M, reflecting a reduction in real terms when taking into account pay and inflation increases.
30. The OPCC team has strong working relationships with key teams in the OCC, such as Human Resources, Finance, Procurement and Corporate Development. The office also uses regional collaborative arrangements for areas such as legal services. By operating in this way we avoid duplicating resources and benefit from using the same basis of information, avoiding

potential confusion by having information and advice derived from multiple sources.

31. In addition to the OPCC budget, there is an OPCC Transition Reserve which has been used to fund set up and transitional arrangements as highlighted in the report to the Panel in June 2013. The balance on this reserve is contained within the Budget Equalisation Reserve (BER) and was provided to use towards set up costs and new initiatives and costs of recruitment of significant structural changes. As at 31/3/14 a balance of £165K remains on the reserve and this will be used for new and developing initiatives as they arise such as the creation of an Ethics and Integrity Committee.
32. In line with the transparency agenda and publication scheme requirements, the Panel can be assured that the cost of the office is as disclosed on the OPCC website, and once the 2015/16 OPCC budget has been finalised (which includes the realignment of budgets for the new structure), and the 2014/15 accounts closed, they will also be included.
33. A breakdown of the OPCC budget since the Panel was first advised in January 2013 has reduced from £1.077M to £1.046M in 2013/14 and further to £1.031M 2014/15 and for the first draft of the 2015/16 budget (which incorporates the new structure) as follows:

	2013/14 Budget	2013/14 Outturn	2014/15 Original Budget	2015/16 Initial Draft
	£000	£000	£000	£000
Staffing, Agency and Comms Agency Costs net of grant funding	834	876	807	783
Contribution towards force shared Executive Support and Communications Arrangements	-	-	-	64
Legal Costs, Audit Fees,	105	79	101	97
Transport, Independent Custody Visitors and other training and recruitment expenses	21	57	31	23
Subscriptions (e.g. ACPO, APCC, APACE, PACCTS), Policy Advisor and other Supplies and Services Office costs	86	76	92	64
Funding from Transitional Reserve		(42)		
	1,046	1,046	1,031	1,031

35. On an ongoing basis, close collaboration with the OCC enables further areas where joint working (such as a shared in-house Internal Audit approach) or the sharing of resources may benefit both organisations and keep the cost of the support functions as low as possible.

Update on Communications and Engagement

36. Following the update to the September 2014 Panel meeting, it is now helpful to update the Panel on the progress of the work which is continuing on the development of the new Communications and Engagement Directorate.

37. Legislation allows for PCCs to transfer, at any time, support staff to the employ of Chief Constables, with the prior approval of the Home Secretary, and it was always the PCC's intention to consider doing that with the new Communications and Engagement Directorate, but only once the PCC and Chief Constable were satisfied that the new Directorate was developed and operating in the way required.
38. The PCC has confirmed since the last Panel meeting that progress is being made in setting up the new Directorate and it is the PCC's intention to transfer staff into the employ of the Chief Constable as part of this process.

Two Year Anniversary

39. In conclusion, it is appropriate to highlight that to mark the anniversary of Sir Clive Loader's second year since being elected as PCC, he recently undertook a number of interviews with the local and regional media, and also made a short video (available on the OPCC website) in which he sets out what he believes his office has achieved since November 2012 and which signposts the areas in which he intends to focus in the coming 18 months, in order to protect the vulnerable and to further enhance community safety.

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

Policy Advisor Protocol

Background Papers

JARAP Annual Report 2013/14

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APPENDIX A

Policy Advisors to the Police and Crime Commissioner

The aim of Policy Advisors is to advise and support the Police and Crime Commissioner in the development of policy areas in order to enhance the delivery of the Police and Crime Plan. The details pertaining to the role are as follows:

Underpinning Tenets for the Appointment of Policy Advisors

1. The Commissioner will make 'appointments' to these positions. These appointments will require security screening in line with current Leicestershire Police policy.
2. The appointments are the Commissioner's personal appointments and are based upon the known skills, experience and aptitudes of the individuals selected. A contract will be in place for all appointments.
3. Periods of appointment will vary, depending on the nature of the subject area and the availability of the individual. Appointments will be as flexible as possible, taking regard for local, regional or national timescales.
3. Where the appointment is an elected individual, that appointment will normally reflect the Commissioner's own political affiliation. In particular, where a Policy Advisor is appointed to support "Communities and Partnerships" this should ideally be an elected individual who has considerable experience in this field and who is able to engage credibly with a wide range of community and partnership stakeholders and groups. Should an elected individual appointed as a Policy Advisor be a member of the Police and Crime Panel, then a discussion will be held as to whether that person would need to stand down from the Panel in order to minimise any conflicts of interest or accountability. This would be in discussion with the Monitoring Officer for the Panel.
4. A Policy Advisor supporting Criminal Justice areas would ideally come from a police background, having very significant knowledge of the workings of the criminal justice system and being respected by all agencies involved thus also carrying the confidence of all stakeholders. In addition, an individual with significant experience of working within the Criminal Justice sector would also be considered.
5. The Advisor will be responsible and accountable to the Commissioner and be directed by and answerable to the Commissioner only.
6. Appointments will be made for a specific period; this may be for the Commissioners' remaining term of office or for a shorter period depending on the subject matter.
7. Policy Advisors will receive an allowance of £200 per day (or £100 for half a day) plus reasonable expenses. All expenses will be approved by the OPCC Chief Executive prior to payment.
8. It is expected that a Policy Advisor will work up to a maximum of 8 hours per week for a maximum of 46 weeks of the year.

9. At any one time, there may be several Policy Advisors appointed. These individuals may need to work together on some areas to deliver an effective policy narrative for the Commissioner.

10. The Commissioner's Personal Assistant will provide limited administrative support to Police Advisors, however it is anticipated that Advisors will be largely self-sufficient.

11. The Commissioner has the right to terminate the appointment, giving a minimum of 2 weeks' notice. The Advisor may also terminate the contract, providing the same amount of notice.

Policy Domains

There are two policy areas or domains where the Commissioner has identified the need for robust and relevant advice in support of his Police and Crime Plan outcomes. These two areas are **Communities and Partnerships** and **Criminal Justice**. The following provides a brief summary of the type of policy advice required.

Communities and Partnerships

Communities

To provide advice that will:

- Help ensure that appropriate strategies, contacts and policies are in place to enable consultation and engagement with those communities that make up the force area, thus ensuring that relevant views are captured and the resultant policies and plans are reflected in the Police and Crime Plan.
- Identify any necessary amendments to current policy and identify where further policy development is required.
- Identify 'hidden' communities whose voices may not be heard and whose views need to be reflected in the Plan.
- Identify areas where community engagement should be focussed and prioritised, in time and in place.
- Identify, and bring to the Commissioners attention/consideration, areas of good practice undertaken elsewhere.
- Support the Commissioner in his discussions and negotiations with community groups including, where appropriate, proposed courses of action.
- Enhance commissioning arrangements in relation to communities in order to assist in delivering the Police and Crime Plan.

Partnerships

To provide advice that will:

- Allow engagement with the full range of partnerships that are instrumental to the delivery of the Police and Crime Plan, including policy amendments and/or development to support the delivery of the Plan.
- Identify opportunities for new partnership arrangements in support of the Plan.
- Include exploring partnership arrangements (either extant or potential) in other PCCs' areas, identifying good practice and innovation, thereby suggesting those suitable for adoption in Leicestershire. This is likely to include attending local, regional and national conferences and seminars relating to partnership arrangements.
- Support the Commissioner in his negotiations and discussions with partnerships and advise on appropriate courses of action where necessary.
- Enhance commissioning arrangements as they affect partnership working and in support of delivery of the Police and Crime Plan.

Criminal Justice

To provide advice that will:

- Identify and advise the Commissioner on areas relating to CJ that will enhance policy development thereby supporting the delivery of the Police and Crime Plan.
- Capture the concerns and aspirations of Criminal Justice partners and stakeholders in order to identify where policy development is required.
- Allow the Commissioner to be aware of areas of good practice elsewhere that should be considered for adoption in Leicester, Leicestershire and Rutland.
- Enable the Commissioner to be aware of national developments and their likely impact upon the Police and Crime Plan.
- Support the Commissioner in his engagement with criminal justice partners and agencies, suggesting appropriate courses of action where necessary.
- Enhance commissioning arrangements in support of the criminal justice element of the Police and Crime Plan, including arrangements for Victims and Witnesses.



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

20th September 2014

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POLICE AND CRIME COMMISSIONER FOR LEICESTERSHIRE POLICE & CRIME PANEL

PAPER MARKED

Report of	POLICE & CRIME COMMISSIONER
Date	WEDNESDAY 17 DECEMBER 2014
Subject	BUDGET AND PROPOSED PRECEPT 2015/16 – MEDIUM TERM FINANCIAL PLAN UPDATE
Author :	CHIEF FINANCE OFFICER

Purpose of the Report

1. This report is to provide high level information for the Police and Crime Panel in respect of an update on the Medium Term Financial Plan (MTFP); timescales for the 2015/16 budget process; highlighting uncertainties surrounding the process and possible budget and precept requirements for 2015/16.
2. The chancellor will be presenting his Autumn Statement on the 4 December and it is anticipated that the Police funding settlement will be announced on the 17 December. Therefore, it is unlikely that the full announcement will be received and the details fully understood before the Police and Crime Panel meeting.

Recommendation

3. The Police and Crime Panel are asked to note the assumptions within the updated MTFP and the key dates in paragraph 18.

Background

4. At its meeting on the 27 January 2014, the Police and Crime Panel considered the 2014/15 budget requirement of £172.595M and council tax requirement of £51.083M, resulting in a 1.5% (£2.61) increase on the Band D Council tax for Police purposes to £176.4831.
5. The MTFP reported to the Police and Crime Panel in January 2014 was based on a number of assumptions. It has been reviewed in September 2014 and as part of continual review and the budget preparation process, it is currently being reviewed in line with latest assumptions.
6. Key assumptions included in the MTFP at the time of the panel meeting included:
 - a. A council tax increase of 1.5% and increases of 2% from 2015/16, and that the council tax base grows at 0.8% per annum;

- b. There is no new council tax freeze grant after 2015/16 and that the 2014/15 and 2015/16 freeze grants are not baselined;
 - c. All existing council tax freeze grants prior to 2014/15 are baselined and continue;
 - d. Government funding reductions are 3.2% in 2015/16 and 5% in 2016/17;
 - e. The collecting authorities' LCTS schemes deliver a cash neutral position when combined with the council tax support grant from the Government;
 - f. Pay and price increases are assumed at realistic levels;
 - g. No additional, unfunded responsibilities are given to the PCC;
 - h. The BER can fund any necessary 'invest to save' projects and further borrowing beyond the capital programme is not required;
 - i. The sum of £2m over three years will be set aside by the PCC to allow the force to prioritise community and neighbourhood safety, target, sustain and develop levels of neighbourhood policing and numbers of PCSOs. There would be particular concentration on anti-social behaviour (ASB) hotspots;
 - j. The force is committed to deliver a Volunteer Strategy which is intended to increase Volunteers to 1,000 over three years from 2014/15..
7. At that time, with the above assumptions, the MTFP included in the Police and Crime Plan revealed a residual funding gap from 2014/15 of over £20m which must be reduced from the baseline budget:
- | | | |
|---------|----------|--|
| 2015/16 | £4.777M | (to be reduced from the baseline in 15/16) |
| 2016/17 | £15.233M | (a further reduction to be removed from the baseline budget) |
8. In line with his strategic priorities contained within the Police and Crime Plan, the Police and Crime Commissioner set the Chief Constable the challenge of developing a change programme which includes "business as usual" transactional changes, together with a new operational policing model which will deliver transformational changes. An update on the Change Programme is already tabled on the Police and Crime Panel Agenda.
9. As the MTFP is regularly updated and reviewed and in order to ensure consistency with Strategic Priority 18 of the Police and Crime Plan, which is:
- "With staff and partners, transform the way we protect our communities and deliver over £20M in revenue savings by 2016/17."*
10. The force monitors its budgets on a monthly basis and, whilst there are a number of uncertainties surrounding the remainder of the year, the forecast is currently for just over £900k to be drawn from the Budget Equalisation Reserve in 2014/15 to meet additional commitments which include matched funding for the successful innovation scheme bids.

Revised Medium Term Financial Plan as at the end of November 2014

11. The MTFP was recently revised to reflect the impact of anticipated top slicing and includes updated forecasts and the impact of Project Edison changes on the force.

12. Key assumptions on the MTFP are consistent with assumptions made by other PCCs and November assumptions were as follows:

	2015/16	2016/17
Estimated increase (reduction) in central funding	(5.0%)	(3.2%)
Precept increase	2.0%	2.0%
Pay Inflation (1)	1.0%	2.0%
Non Pay Utilities and fuel inflation (2)	5.0%	5.0%
Other non-pay inflation (2)	2.0%	2.0%

Key: (1) pay settlements determined nationally
(2) in line with similar assumptions used by other PCCs nationally

13. Based on those assumptions, even after realised and planned savings, the residual funding gap currently identified in the MTFP which needs to be reduced from the baseline budget each year is:

2015/16	£3.0M
2016/17	£6.0M

14. The MTFP is updated throughout the budget preparation process to take account of known and assumed changes as they transpire. Work is also underway to review the MTFP for years after 2016/17, for which there is, of course, greater uncertainty.

Changes and Uncertainties

15. At this early stage in the budget preparation process, there are a number of changes and uncertainties which will impact on the Funding Settlement as follows:
- It is likely that top slice funding will continue, with a full year for IPCC in 2015/16
 - The top slice for the National Home Office Innovation Fund will increase from £50M to £70M (across 41 forces)
 - There is a potential for further top slice funding to be removed for other national priorities
 - Each 1% reduction equates to a £1.2M reduction in grant.
 - It is hoped that the referendum limit will be agreed with DCLG in line with the anticipated settlement on December 2014
 - It is uncertain whether any Council Tax Freeze Grant available in 2015/16 would be baselined and whether any provision will be available in future years.
 - National IT costs and recharges have already been notified to increase significantly in excess of inflation
 - 2015/16 and future years confirmed allocations for Victims and Witnesses are awaited.
16. It is estimated that these changes will have a significant impact on both the 2015/16 budget and precept requirement and the MTFP.

2014/15 Budget Requirement & Budget Preparation Process

17. The 2015/16 Budget setting process is being progressed by the Force Finance Team (FFT) to enable the precept to be presented to the Police and Crime Panel on the 29 January 2015.

18. A robust timetable has been developed by the FFT which incorporates key meetings and considerations, the outcomes of which potentially have an impact on the budget and MTFP moving forward. Some key dates for the Panel to note are as follows:

4 December	Chancellors Autumn Budget Statement
17 December	Anticipated Police Funding Settlement
24 December	Responses received and analysed from Public Consultation Process (see below at paragraph 22)
14 January 2015	Strategic Assurance Board
20 January 2015	Finalisation of the Budget requirement and proposed precept level (council tax proposal)
29 January 2015	Police and Crime Panel

Precept options & impacts

19. The MTFP currently assumes a 2% increase for both 2015/16 and 2016/17. As the PCC and the Force work through the budget setting process, a range of options will be reviewed both in terms of the precept and the budget requirement, which will include consideration of use of the Budget Equalisation Reserve (BER).
20. As an indication, the estimated additional level of financial resource which would be available to the PCC (assuming Council tax Freeze Grant is available at 0%), with differing levels of precept rise would be as follows:
- | | |
|------|--|
| 0% | £0.5M |
| 1.5% | £0.7M (noting that a 0% freeze grant is not available) |
| 2.0% | £1M (noting that a 0% freeze grant is not available) |
21. Although any increase in precept would provide additional revenue to the PCC, the challenge to the PCC is to ensure that all inefficiencies are driven out first and foremost, whilst the force is maintaining and enhancing an effective service to the people of Leicester, Leicestershire and Rutland. Work through Project Edison and the Change Programme is key in driving this.
22. In line with the commitment made during the 2014/15 precept discussions, the PCC is seeking the views of the residents of Leicester, Leicestershire and Rutland on the precept considerations for 2015/16. The consultation is a combination of telephone surveys and also through the website and results will be available internally before the end of December 2014.
23. The PCC will carefully consider the responses from the survey, together with other key information on the funding settlement and the Council Tax Base and will take these into account in his decision making for the 2015/16 precept proposal.
24. The format of the precept report to the Panel in January 2015 will include the consultation and precept details, ensuring these essential elements are covered within it.

Conclusion

25. This report outlines the current assumptions and uncertainties surrounding the MTFP and the budget setting timetable for 2015/16. It also sets out what the impact of differing levels of precept increases would have in terms of additional funding available to the PCC.
26. It should be noted that there are currently some uncertainties regarding the level of funding from central government, which will not become known until 17/18 December at the earliest. It should also be noted that the MTFP will continue to change and be updated as the Budget setting process is progressed.

Implications

Financial –	This report is an update for the Police and Crime Panel to note the financial position, uncertainties and timescales.
Legal -	There are no legal implications identified.
Equality - Impact Assessment	There are no equality issues identified.
Risks and -Impact	No risks have been identified from this report.
Link to Police and Crime Plan	The report provides an update on the strategic financial priority contained within the Police and Crime Plan.

List of Appendices

None

Background Papers

Police and Crime Panel Budget and Precept Report 2014/15

Person to Contact

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POLICE & CRIME COMMISSIONER FOR LEICESTERSHIRE POLICE AND CRIME PANEL

PAPER MARKED

Report of	POLICE AND CRIME COMMISSIONER
Date	WEDNESDAY 17TH DECEMBER 2014
Subject	QUARTER 2 – PERFORMANCE REPORT
Author	MS SUZANNE HOULIHAN

1. Purpose of Report

1.1. The purpose of this report is to inform the Police and Crime Panel ('The Panel') on performance towards achieving the objectives in the Police and Crime Plan ('the Plan'). The report will also update the Panel on progress made in developing a performance framework to further reflect the partnership contribution to achieving the Plan.

2. Recommendation

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

3. Background

3.1. The original Police and Crime Plan performance framework continues to be developed and improved in consultation with and with support from partners.

3.2. A performance dashboard and supporting report was presented to the Panel in July 2014. The report stated there would be further improvements to the dashboard and these are reflected in the dashboard supplied in Appendix A. The dashboard now includes predicted trends and performance compared to Leicestershire's Most Similar Group of Forces (MSGF).

3.3. It has been agreed that data provided by partners is supplied to relevant management boards before going to the PCC for inclusion in the dashboard. Therefore data which has not been received at the time of the report will not appear in the dashboard.

4. Quarter 1 Performance – Please refer to Appendix A – Performance Dashboard

5. Strategic Priority 1 – Preventing and diverting young people from offending

5.1. Youth Offending Management Boards have met to discuss Quarter 2 performance. Both City and County Youth Offending Services are achieving the reductions required by Police and Crime Plan.

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

6.1. Quarter 2 reporting shows there is a 58% reduction in offending and a 74% reduction in reoffending among those aged 18-24 years old. These reductions show a continuing positive long term trend.

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

7.1. The OPCC has co-ordinated several meetings to determine a local solution to show the level of re-offending by those entering a substance misuse treatment service. This data has become unavailable at a national and local level. These meetings have resulted in the production of a Terms of Reference for partners to work together on a solution.

7.2. The solution will look to gain data from a cohort of those testing positive on arrest and re-offending (or desistence of offending) recorded. It is felt by the Leicester, Leicestershire and Rutland (LLR) Contracts Assurance Officer (who manages the Substance Misuse Treatments Services for LLR) that when in place this will be the first local solution identified and implemented. It is anticipated that this solution will be in place from 1st April 2015.

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 a Troubled/Supported families programme.

8.2. Across City and County local authority areas over 2000 families are engaged in a Troubled/Supported families programme and at the end of September a quarter are showing a reduced rate of ASB and re-offending.

8.3. The definition of a reduction is 'Families where there has been a 60% reduction in ASB across the family in the last 6 months compared to the previous 6 months and/or* families where the offending rate by minors in the family has reduced by at least 33% in the last 6 months compared to the previous 6 months'. * The City and County differ in their reporting practices. The City report ASB and crime and the County record ASB or crime.

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

9.1. Strategic Priorities five, six and seven have a suite of performance measures that were agreed by partners in September 2014 and development of the data set continues. The focus of the measures is to enable the measurement of a victim focussed outcome, an increase in awareness and continuous improvement in services.

- 9.2. There have been recent reductions in reports of domestic related violence (both with and without injury) and the reason for this is unclear at present. Academic research in conjunction with the University of Leicester commences later this month which aims to look at the effect of early interventions.
- 9.3. In the most recent satisfaction survey of domestic violence victims, 91.4%ⁱ were satisfied with the service they received. Of particular note is the number of victims engaging with the support and assistance of independent groups of which they were informed. Only 37.5%ⁱⁱ took up this offer and therefore reasons for non-engagement should be identified to support an increase in the level of service accessed.
- 9.4. As aforementioned, Strategic Priorities five, six and seven have a performance measure which is to provide 'a victim focussed crime outcome'. Discussions have taken place as to how this can be measured. An option is to use existing satisfaction surveys and add a question relating to whether the victim is happy with the outcome. From this new dataset, it would be possible to carry out audit work on the crimes where the victim was or wasn't happy with the outcome achieved. This would then be used to identify any learning points. This is being developed within the force Corporate Services Department.

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. It was hoped that performance information would be available for this reporting period; this is not the case as this data requires development and validation. It has been agreed with partners that this area continues to be developed and reporting commences from 1st April 2015.
- 10.2. Victim satisfaction data is available and due to small numbers an amber assessment is provided. There are sensitivities around conducting surveys amongst the victims of sexual offences; however the force has made some effort to engage appropriately with a small number of victims in order to gain an understanding of the victims' perceptions of the service provided by the force. During the 12 months period to September 2014 there were 32 surveys carried out of victims of Rape and other Serious Sexual offences. The indications are very positive with satisfaction levels above 90%, although the very small number surveyed does mean that there is a large confidence interval of 17% and caution needs to be used in the significance given to the results.
- 10.3. An increase in reporting of serious sexual offences is a priority in the Plan. The level of reported Rape offences was significantly high in September 2014. This follows a particularly high level of reporting in 2013/14 and continues to be analysed and managed through Performance Delivery Group (PDG) meetings.

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 decrease in satisfaction which reflects a similar rate of decrease in overall satisfaction.
- 11.2. There has been a slight increase in the number of reported hate crimes since February 2014; this is seen as positive as more victims may 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 although the level of satisfaction with service has decreased.
- 12.2 The User Satisfaction Steering Group has plans in place to make improvements and it is recognised that the forthcoming changes to the force structure could impact on crime and ASB satisfaction with service rates. To this end a script is being developed to manage the expectations of victims of crime and ASB during this period of heightened change.

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 reported by a sample of burglary, vehicle and violent crime victims. There has been no change in levels since the last reporting period. User satisfaction remains below expected levels and a strategy to address issues and improve performance continues led by ACC Phil Kay.

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 results show that confidence in Leicestershire Police has risen continuously since April 2013. 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. In 2013-14 there was a 3% rise in overall crime compared with the previous year which brought to an end several consecutive years of falling crime. The monthly volumes of offences reported in the first six months of 2014-15 have been lower than the equivalent period last year, and monthly volumes fell progressively during the period from May to September, suggesting that this year may reverse that rise. There have been significant reductions across a number of offence types including Criminal Damage, Violence with Injury, Theft from Person and Shoplifting during the last twelve months, whilst certain other offence types have seen an increase including, Burglary Other than Dwelling and Violence without Injury. Overall Crime continues to be

monitored through the Performance Delivery Group to ensure that the all crime reduction is met.

15.2 The HMIC completed a PEEL (Police Effectiveness, Efficiency and Legitimacy) Inspection in September 2104.

15.3 The question asked by HMIC was 'How effective is the force at reducing crime and preventing offending?'
 Quotes from the HMIC PEEL Inspection website include '*Leicestershire Police is good at reducing crime and preventing offending. The force is good at investigating offending. It is good at tackling anti-social behavior*' and "*Crime in Leicestershire has reduced by 22 percent over the last four years, compared with a reduction of 16 percent across England and Wales, although the force has experienced a rise this year. The force works well with partners across Leicester, Leicestershire and Rutland in using a range of tactics to prevent crime and reduce reoffending*".

15.4 The force received a '**GOOD**' grading for this Inspection.

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 good news. Although the dashboard shows a binary comparison increase on 2012/13, the force has successfully reduced crime from a period of a high level of offending between October 2013 and February 2014. During these five months there were significantly greater volumes of offences than during the previous twelve months. During the period since March 2014 there have been seven consecutive months with below average levels of recorded offences. The force is targeting priority areas of higher offending through ongoing initiatives, including Operation Tiger and this will continue. This area of criminality remains a priority for the force and additional resources will continue to be made available where appropriate in order to maintain control over this key indicator.

16.2. The dashboard suggests that there has been a small reduction in overall satisfaction however this does not show the rise in satisfaction prior to January 2014. The period since then has seen overall satisfaction fall to the lowest ever levels by August 2014, although it should be noted that this fall is only 3 percentage points to 88% satisfaction. Analysis of the survey results confirms that a main contributory factor is the quality of 'follow up' received by the victims of Burglary. The perceptions of the victim can clearly be seen to be adversely affected if they do not receive the follow up contact that they expect, or indeed if the content of this follow up leads them to perceive that the investigation has not been as thorough as they would have expected.

16.3. This is being addressed through the User Satisfaction Delivery Group, and performance is monitored through both Safe and Confident Communities Board (SCCB) and Performance Delivery Group (PDG).

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. There is currently a low level of reported violence with injury offences which may reflect the extensive work carried out in this area, particularly around the Night Time Economy. Recent scrutiny of recording practices has assured the force that the correct crime classifications are being used.

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

- 18.1. There remains a tight level of control regarding theft of motor vehicle offences. The force continues to monitor this area closely.
- 18.2. The number of theft from motor vehicle offences remains under tight control, with no significant change in 2014.
- 18.3. The satisfaction level for vehicle crime victims has been falling over recent months, but remains in line with the MSGF. This is managed through the PDG meeting and additional measures are being implemented by the strategic lead for this area.

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 performance management framework for the Leicester, Leicestershire and Rutland Safeguarding Children Board's (LSCB) Joint CSE, Trafficking and Missing Sub Group is now in place. Quarter 1 and 2 data from partner agencies has been received by the Sub Group. Performance monitored includes CSE referrals received by City County and Rutland Local Authority Departments and by the Police and Return Interviews conducted on children reported missing.
- 19.2. This framework is still in development and Quarter 2 data shows a significant improvement in the engagement and data returned by partner agencies.
- 19.3. Work will continue to develop the framework, enable comparative reporting and demonstrate how the work of the LSCB Sub Group is making a difference. Progress in relation to this will be reported to the LSCBs and the PCC.

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

- 20.1. The Mental Health Partnership has provided an update on progress on the following strategic priority areas:
- 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
- 20.2. There has been progress made in all areas. A draft conveyancing policy which includes partner's comments will be sent for consultation in the next

quarter. Local authority training has been organised and a review of policies and protocols is underway. Full details are provided and discussed at the Mental Health Partnership Group meeting.

- 20.3 The Mental Health Crisis Concordat Declaration is in place. A draft action plan which includes the priority areas outlined above has also been developed. Delivery of the action plan will be overseen by the Mental Health Partnership.
- 20.4 A Mental Health Partnership Manager is now in post, working from the OPCC. This post is joint-funded by the PCC and the Police and will support the Mental Health Partnership to ensure that the agreed priorities are planned and managed effectively.

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

- 21.1. There has been a reduction in missing and absent person reports. There has also been a reduction in the number of reports in respect of those residing in the nine key locations as highlighted in the Leicestershire Police Strategic Assessment.

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 The MTFP originally highlighted a shortfall of £23M which needed to be reduced from the baseline budget permanently by 2016/17. The MTFP identified these year on year reductions between the years 2013/14 to 2016/17 (£34m over the full period of the spending review).
- 22.2 As at the end of September 2014, against the original estimate of savings required between the years 2013/14 to 2016/17, savings of £17.3M have been realised, planned or are nearing completion, including from the new operational policing model. At this time, only £5.7m of savings remained to be identified and realised from the original savings estimate.
- 22.3 Work is already underway to update the MTFP in light of the potential funding settlement for 2015/16 and it is likely this will affect the level of savings required.
- 22.4 In line with the original estimate, the Force is currently preparing proposals to achieve the balance of the savings required above and has advised the PCC that these proposals (which are being scoped for feasibility and impact on the delivery of the Police and Crime Plan) will be considered by the force by the end of 2014.

23. 'Rate your Local Police'

- 23.1. As part of the drive towards improving performance based on transparency, customer need and consultation, the Chief Constable and PCC launched an innovative online feedback service on November 4th called 'Rate Your Local Police'.
- 23.2. Based on the principles of Trip Advisor, and hosted on the Force's website, the mechanism allows members of the public who have received a service from the police in Leicestershire to comment on their experience.

- 23.3. The system, developed as part of the on-going programme of enhancing public accessibility and engagement, is providing the force with real time feedback from the public, and so enabling the force to understand better the areas where it needs to improve.
- 23.4. All comments received are posted on the site, except those which may compromise on-going criminal proceedings and investigations and / or which contain defamatory comment. The system is managed by the new Directorate of Communications and Engagement, whose staff monitor the comments coming in, and prepare (often in liaison with operational colleagues) responses which are also posted on the site.
- 23.5. Respondents are able to “rate” the service they received using a five star system, with one star representing “dissatisfaction”, and five stars equating to “excellent”. As comments come in, an average rating star appears on the Home Page of the site
- 23.6. In the days after its launch, Home Secretary Theresa May publicly praised the initiative, commenting: *“This tool is a real step forward in terms of making police forces more transparent and accountable. Feedback tools support public engagement and help drive improvements in many walks of life. Rate your Local Police gives members of the public the opportunity to do the same with their local police. Leicestershire have done outstanding work. I hope other forces will take inspiration from them and implement similar tools to engage the public.”*
- 23.7. Since its launch, numerous Police forces around the UK have contacted Leicestershire Police wanting more information about the system and plan to launch similar schemes in the New Year.
- 23.8. Analysis of the first three weeks of operation indicated the following:
- The majority of comments related to the service the public received in relation to reporting an incident, crime or anti-social behaviour
 - The majority of the one-star ratings related to ‘follow up’ with those seeking a service, response times and the general response to low-level crime
 - The majority of the five star ratings relate to the professionalism of officers and their overall helpfulness
- 23.9. At the time of writing, nearly 200 comments had been posted on the site, generating an average star rating of two and a half out of five.

24. Assessing and reporting on the CSP’s contribution to achieving the Police and Crime Plan

- 24.1. The OPCC’s Planning and Performance Co-ordinator has arranged a series of meetings with performance leads from Leicester City Council, Leicestershire County Council (also representing District councils) and Rutland County Council

- 24.2. In a meeting on the 2nd December a Terms of Reference for a contribution that will be provided by the CSPs for inclusion in the Police and Crime Panel and SPB performance reports was agreed.
- 24.3. From April 2015 a section of the PLF (Partnership Localities Fund) contract agreement will provide a template for a performance return with contextual information that will be supplied on a quarterly basis and can be collated in to an Appendix in the Police and Crime Panel report.

Implications

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

Appendix A - Police and Crime Plan – Partnership Dashboard – Due to document size the dashboard is provided in a separate file.

Background Papers

None.

Persons to Contact

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

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i (n=105)

ii (n=65)

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OLD VERSION

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

PROPOSED NEW VERSION

11		Widget	Baseline	Latest	Projection	Notes
		Theft	2012/13	12 months	2016/17	
Number of offences			1000	1000		①
		Position v MSG				②
		SPC variance				③
A victim focused crime outcome		NA				④
Satisfaction with service		80.0%		80.0%		⑤
		Position v MSG				⑥

Notes

NUMBER OF OFFENCES

Changes assessed against the baseline of 2012/13 Financial Year

RED = No statistically significant improvement at this current point in time and none of the statistical (iQuanta methodology) trend projects achievement by March 2017.

①

AMBER = No statistically significant improvement at this current point in time but at least one statistical (iQuanta methodology) trend projects achievement by March 2017.

GREEN = Statistical improvement at this current point in time and at least one statistical (iQuanta methodology) trend projects that this will be maintained.

NUMBER OF OFFENCES - POSITION v MOST SIMILAR GROUPING

Source : iQuanta

②

RED = Above upper control line

AMBER = Between control lines

GREEN = Below lower control line

STATISTICAL PROCESS CONTROL (SPC)

Based on iQuanta methodology. Compares average of most recent 6 months against average of previous 12 months data points.

③

RED = Above upper control line

AMBER = Between control lines

GREEN = Below control line

A VICTIM FOCUSED CRIME OUTCOME

④

Awaiting report from Jonathan White in respect of performance management via auditing.

SATISFACTION WITH SERVICE / LEVEL OF CONFIDENCE

Change since March 2013.

- ⑤ **RED** = 95% confidence that levels are currently worse than March 2013
AMBER = No statistical evidence of change at 95% confidence levels
GREEN = 95% confidence that levels are currently better than March 2013

SATISFACTION / CONFIDENCE - POSITION v MOST SIMILAR GROUP

Source : *iQuanta*

- ⑥ **GREEN** = Above upper control line
AMBER = Between control lines
RED = Below lower control line
N.B. Not all categories have a direct linkage to MSG data, in these instances a proxy will be used where possible (e.g. iQuanta's "Violent Crime" as a proxy for VAP with Injury)
-

Statistical Note

All control lines to be based on 1.96 Standard Deviations. This ensures consistency with the level of confidence required with the Satisfaction / Confidence measures.

Police & Crime Plan Dashboard

Period ended September 2014

Strategic Priorities

1 Preventing and diverting young people from offending

	Baseline 2012/13	Latest 12 months	% 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	667	370	-45%

SP1 Comments:
Data to be presented to Youth Offending Management Board in December presents only 6 monthly data (this has been doubled for comparative purposes).

2 Reducing reoffending amongst young people and adults

	Baseline 2012/13	Latest 12 months	% Var.
Reduction in offending by 18-24 year olds 1	407	171	-58%
Reduction in re-offending by 18-24 year olds 2	372	97	-74%

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 Q1-2 2014/15.
2 Presented to Reducing Re-offending Board.
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	1633	-	NA

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	No change
Reduction in recorded ASB committed by families engaged in a Troubled/Supported families programme	No change

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 took 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 outcomes for victims and witnesses

	Baseline 2012/13	Latest 12 months
A victim focused crime outcome	NA	NA
Satisfaction with service	NA	91.4%
Awareness of services available	NA	NA

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

	Baseline 2012/13	Latest 12 months
A victim focused crime outcome	NA	NA
Satisfaction with service	NA	90.6%
Awareness of services available	NA	NA

7 To improve outcomes for victims of Hate crimes

	Baseline 2012/13	Latest 12 months
A victim focused crime outcome	NA	NA
Satisfaction with service	84.2%	83.4%
Position v MSG		3rd
Awareness of services available		NA

8 To improve outcomes for victims of ASB

	Baseline 2012/13	Latest 12 months
Satisfaction with service	82.9%	80.6%

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

	Baseline 2012/13	Latest 12 months
Satisfaction with service	84.5%	84.0%
Position v MSG		5th

10 To continually improve outcomes the police services to the communities of Leicester, Leicestershire and Rutland.

	Baseline 2012/13	Latest 12 months	Projection 2016/17
Confidence that Police are doing a good job.	75.3%	82.7%	
Position v MSG		3rd	June '14

11 To reduce all crime

	Baseline 2012/13	Latest 12 months	Projection 2016/17
Number of offences	58805	60260	
Position v MSG		5th	
SPC variance			

12 To reduce Domestic Burglary

	Baseline 2012/13	Latest 12 months	Projection 2016/17
Number of offences	3935	4253	
Position v MSG		7th	
SPC variance			
A victim focused crime outcome	NA		
Satisfaction with service	89.7%	88.3%	
Position v MSG		8th	

13 To reduce Violence Against the Person - with Injury

	Baseline 2012/13	Latest 12 months	Projection 2016/17
Number of offences	4365	4912	
Position v MSG		2nd	
SPC variance			
A victim focused crime outcome	NA		
Satisfaction with service	78.1%	76.0%	
Position v MSG		5th	

14A To reduce Theft from Motor Vehicles

	Baseline 2012/13	Latest 12 months	Projection 2016/17
Number of offences	5236	5466	
Position v MSG		7th	
SPC variance			
A victim focused crime outcome	NA		
Satisfaction with service	85.9%	84.5%	
Position v MSG		4th	

14B To reduce Theft of Motor Vehicles

	Baseline 2012/13	Latest 12 months	Projection 2016/17
Number of offences	1051	1198	
Position v MSG		5th	
SPC variance			
A victim focused crime outcome	NA		
Satisfaction with service	75.5%	81.0%	
Position v MSG		4th	

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 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 need

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

	Baseline 2012/13	Latest 12 months	% Var.
Reduction in no. of missing reports (Missing)	5929	3804	-36%
Reduction in no. of missing reports (Absent)	5417	2288	-58%
Reduction in reports received from the nine key locations	1207	298	-75%

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	£23.0
Savings realised to date	£7.8
Savings identified but not yet realised (est)	£9.5
Further savings required to be identified and realised by end of 2016/17	£5.7

KEY :
Classification of "Continuous Improvement".
Statistically Significant Improvements as compared to end of 2012/13
No Statistically Significant change as compared to end of 2012/13 *
Statistically Significant deterioration as compared to end of 2012/13
* In many cases the lack of statistical evidence is attributable to the short time period under consideration (i.e. 2 quarters only).

Note :
Continuous Improvement in service is measured by monitored by surveys of levels of confidence and satisfaction.

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 30th September 2014 (this is currently being reviewed).

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**POLICE & CRIME
COMMISSIONER FOR
LEICESTERSHIRE
POLICE & CRIME PANEL**

PAPER MARKED

Report of	POLICE & CRIME COMMISSIONER
Date	WEDNESDAY 17th DECEMBER 2014
Subject	BEST USE OF STOP AND SEARCH SCHEME
Author	ACC KAY/CHIEF EXECUTIVE

Purpose of Report

1. To provide the Police & Crime Panel with information relating to the reform of stop & search powers co-ordinated by the Home Office and the participation of the Best Use of Stop & Search scheme by Leicestershire Police.
2. Whilst the use of stop and search is used operationally by the Police, the oversight and governance of the use of this tactic is undertaken by the PCC.
3. This report updates the Panel on how the scheme is used operationally by the force in these initial months and how the PCC has and will be providing oversight and scrutiny

Recommendation

4. The Panel is asked to note the contents of this report.

Background

5. In April this year, the Home Secretary announced a voluntary scheme, called the Best Use of Stop and Search Scheme (BUSSS), which is designed to deliver greater transparency and enhanced community involvement in the use of stop & search powers. Leicestershire Police signed up to the scheme in August 2014.
6. The scheme is designed to contribute to a significant reduction in the overall use of stop and search, deliver better and more intelligence-led stop and search activity, and improve stop-to-arrest ratios.

7. The scheme has four key features to deliver the desired objectives:
 - (i) Enhanced Data Recording
 - (ii) Reducing S. 60 (no-suspicion) stop and searches
 - (iii) Introducing Lay Observation policies
 - (iv) Assessing Stop and Search Complaints as a potential “community trigger” (this requires the police to explain to local community scrutiny groups how the powers are being used where there is a large volume of complaints).

8. The Chief Constable has, in Force Guidelines related to the use of Body Worn Video, mandated that:

“All ‘stop and search’ encounters should be recorded unless the search is an ‘intimate search’ or ‘strip search’ or if the search requires removal of more than outer clothing.”

“A video recording does not replace the need for a ‘record of search’ to be completed by the officer.”

9. The introduction of lay observation policies is based on some excellent practice elsewhere in the country, particularly Avon & Somerset and the Metropolitan Police whereby members of the public can see stop & search in action. Leicestershire Police is also considering the opportunities to incorporate Body Worn Video to increase the level of independent scrutiny and the involvement of the Youth Commission sub-group is also being progressed.

10. The Criminal Justice and Public Order Act (1994) legislates for Section 60 ‘stop and searches’. They are used where there is a fear that serious violence ‘may’ take place or that persons are carrying dangerous instruments or offensive weapons in any locality in a police area without good reason. It allows officers to search anyone for weapons or dangerous instruments within a specified geographical area for up to 24 hours where it is ‘expedient to do so’. Officers do not need reasonable grounds to carry out a search under this power. Under current legislation, an Inspector or above can authorise a section 60 but this must be followed by a review by a Superintendent or above.

11. The BUSSS means that section 60 can only be authorised by a “senior officer” which for these purposes means a chief officer. The authorisations are limited to a maximum of 15 hours and communicating to local communities when there is a section 60 authorisation in advance (where practicable) and afterwards, so that the public is kept informed of the purpose and success of the operation.

12. To achieve this, the force has used social media including Twitter and Facebook, to provide information about two S.60 authorities in the City area in September.

13. Leicestershire Police works with the Stop and Search Reference Group and the Policy Advisory Group on Race & Equality to enhance the scrutiny that can be given to its use of stop & search powers.

14. The Force has previously worked closely with the Equality and Human Rights Commission to assess its use of Stop and Search in order to start to understand the impact of disproportionality. The Force also commissioned De Montfort University to undertake independent research on its use of Stop and Search powers.

Oversight & Governance

15. The Police & Crime Commissioner scrutinises stop and search performance through a number of internal processes. Primarily this is through the Strategic Assurance Board, but use of the tactic is also reported at Performance Delivery Group and the Safe & Confident Communities Board which the PCC or a representative attends. With the scheme only in place for a few months, trends and patterns are starting to be analysed to enable areas of good practice and of improvement to be assessed and discussed in detail at the forums. Day-to-day strategic oversight is provided by ACC (Operations).
16. Day to day operational discussions in relation to stop and search take place at the joint COT and OPCC weekly meeting (where appropriate) and in more detail at the regular 1 to 1 meetings between the Chief Constable and the PCC.
17. External scrutiny is provided by the Policy Advisory Group on Race & Equality and also through the Stop & Search Reference Group.
18. In addition, the PCC undertakes dip sampling of complaints files and this will potentially include any complaints which relate to Stop and Search.
19. The BUSSS is expected to improve performance in respect of disproportionality, although it is too early to directly attribute the impact of the scheme, early indications are that these will improve.
20. Very early information shows that from a peak level of 28,000 three years ago, numbers are approximately 4,500 per year now, equating to an average of 12 per day. The number of stop and searches where a person was arrested remains at 11%, rising from 6% previously. There have been a total of 8 stop and searches carried out under the two section 60 authorisations power throughout 2014.
21. The PCC has requested information on findings and trends be brought forward for consideration to the performance Delivery Group and then the Strategic Assurance Board in early 2015, to enable an informed discussion to take place on both the use and impact from the new scheme.

Summary

22. The Force has embraced all of the recommendations of the Best Use of Stop & Search scheme. It continues to work closely with the Home Office, College of Policing, other forces and our external community groups to ensure that the stop & search powers are used to protect the communities of Leicester, Leicestershire & Rutland in a way that reassures our communities.

Implications

Financial: None

Legal: None

Equality Impact Assessment: The Force Equality & Diversity team ensure that all policies & procedures are subject of rigorous equality impact assessment

Risks and Impact: Use of Police Stop & Search Powers has the potential to undermine confidence in the Police Service.

Police & Crime Plan: The Force use of Stop & Search Police use of stop & search links to the Commissioners objectives as set out in the Police and Crime Plan.

Person to Contact:

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