



Meeting: **Leicester, Leicestershire and Rutland Police and Crime Panel**

Date/Time: **Monday, 23 March 2015 at 1.00 pm**

Location: **Sparkenhaw Committee Room, County Hall, Glenfield**

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 January 2015.	(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.	



5. Police Complaint Statistics 2013/14 and 2014/15. Chief Constable (Pages 11 - 16)

The Chief Constable will be in attendance for this item.

6. Child Sexual Exploitation Review. Police and Crime Commissioner

The Police and Crime Commissioner will deliver a statement under this item.

7. Force Change Programme Update. Police and Crime Commissioner (Pages 17 - 20)

8. Police and Crime Plan Thematic Update: Supporting Victims and Witnesses and Protecting the Vulnerable. Police and Crime Commissioner (Pages 21 - 30)

9. Communications and Engagement Update. Police and Crime Commissioner (Pages 31 - 36)

10. Quarter 3 Performance Report. Police and Crime Commissioner (Pages 37 - 48)

11. Date of next meeting.

The next meeting of the Panel is scheduled to take place on 25 June 2015 at 1.00pm.

12. 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 Thursday, 29 January 2015.

PRESENT

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

Cllr. R. B. Begy, OBE
 Cllr. David Bill MBE
 Cllr. J. Boyce
 Cllr. M. Graham
 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
 Cllr. Manjula Sood, MBE

Apologies

Cllr. D. Slater and Cllr. Paul Westley

In attendance

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

108. Minutes.

The minutes of the meeting held on 17 December 2014 were taken as read, confirmed and signed.

109. Public Question Time.

There were no questions received.

110. Urgent Items.

The Chairman indicated that he had agreed to consider an urgent item raised by Mr. D. C. Bill CC in regard to the theft of ATMs at various locations around the County.

111. 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.

Col Robert Martin declared a personal interest in respect of Agenda Item 5 as the Trustee of "Warning Zone" which was in receipt of some funding from the Police and Crime Commissioner (Minute 112 refers).

Cllr. M. Sood declared a personal interest in respect of all substantive items as a member of the Police's Independent Advisory Panel and as the Chairman of the Leicester Council of Faiths.

112. Proposed Precept 2015/16 and Medium Term Financial Strategy.

The Panel considered a report of the Police and Crime Commissioner for the Office of the Police and Crime Commissioner concerning the Proposed Precept for 2015/16 and the Medium term Financial Strategy. A copy of the report, marked "Agenda Item 5", is filed with these minutes.

In introducing the report, the PCC delivered a speech, the content of which is set out below:

"This is my third budget as a Police and Crime Commissioner and you will be unsurprised to hear that the deliberations have not been any easier this year. Despite that, we have not been swayed from the Strategic Plan, you will recall that the approach which was taken in my first year allowed investment in frontline PCSOs and volunteer capacity in the second and this year we have had to overcome some unprecedented top-slicing last year and again, this while implementing a very significant transformational change programme.

As you are all aware, we are at the tail end of the current spending period, which has rightly focused on addressing this nation's need to balance the public purse, this in-turn leading significant funding cuts in public services, across the board.

Within Leicestershire Police, much of the easier savings activity was undertaken before my arrival and that particular well of opportunity ran dry perhaps more quickly than in other organisations and for this I thank the strong leadership and prudent financial management which was evident in those preceding years. But now, together, the Chief Constable and I have agreed a way forward with a transformational change programme - a programme designed by his experts that will deliver a quality policing service and enhance our ability to tackle the issues that cause concern to most of our communities, a way that will keep policing visible, that will tackle demand and meet reasonable public expectation and which will critically remain within an ever reducing budgets.

We have done everything within our power to close the gap identified in my first Police and Crime Plan and the associated Medium Term Financial Strategy. It is a fact that the Force has delivered or has identified over £38 million in cashable efficiency savings since financial year 09/10. But I think we all appreciate that we cannot balance the books on willpower alone. As you will see from the MTFS in your papers, further challenges are looming. Even this coming year we had to take into account the £5.7 million reduction in our government funding. A sum that was only £1 million more than that previously indicated in the December settlement. The position is again compounded by the overall policing pot being top-sliced to pay for the development of other initiatives and organisations, the Home Office Innovation Fund, against which, as you know, we can bid, the Independent Police Complaints Commission and Her Majesty's Inspectorate of Constabularies, and so on...

Quite frankly, whilst I acknowledge that those do bring certain benefits, I would very much prefer it if the money was coming from someone else and someone else was picking up the bill.

You will have seen that our MTFS gives a financial view out to 2019/20, as it must. But this in itself is a real challenge as our work has had to be based upon the single year of funding information given to us, putting an inevitable level of uncertainty in to that forward planning in the outer years. For sure though, the next comprehensive spending review,

whatever the outcome of the General Election in May, is extremely unlikely to be anything other than incredibly difficult to deliver.

On the basis of the information however that we do have at our disposal, it is evident that by financial year 19/20, there will be another funding gap if nothing is done now. Increasing the police precept, although quite clearly not solving the whole problem, will make a contribution and will do so year on year – a guaranteed element of baseline police funding for those future years.

Now last year's police precept increase of 1.5% enabled an increase in the number of funded PCSOs on our streets from 223 to 251, making a demonstrable addition to community and neighbourhood safety, particularly in the area of anti-social behaviour hot spots. It also allowed investment in boosting our volunteer contribution as I mentioned earlier.

We do have our reserves, but they are held - and I have reassured myself of this – at nothing more than judicious levels and they are there to guard against rainy days, they are most certainly not there to be squandered shoring up a new budget which is being discussed today.

That said, I have always made it very clear that I am very prepared to sue appropriate reserves to provide spend-to-save opportunities or to address very specific issues for which revenue funding or savings will only come on stream in future years. And that is why, as you will have read as part of these budget proposals, I am committing and ring-fencing up to £2 million from those reserves in order to allow the Chief Constable, in concert with partners, to address some of the most pernicious emergent crime which threaten our vulnerable young people: hate crime, child sexual exploitation, grooming (including that online) and cyber bullying and so on...

As you would expect in formulating my decision, I have listened very carefully to feedback from the public and their views are quite clear. Our consultation showed that over 70% of respondents were fully prepared to pay a few pence more per week towards policing than they currently do. So taking all of this in to account, I have decided to set my budget for 15/16 - which needs of course to provide adequate resources to the Chief Constable to deliver the objectives in the Plan - at £171.573 million, before use of reserves. Of this, £53.216 million will be raised by the police precept, an increase equating to what I am allowed to increase it by of 1.99%. This amounts to a rise of just over 7p per week (£3.51 per year) for a band D household. That 1.99% increase will raise an additional £1.038 million which will augment, and just as importantly guarantee, the base budget for the future. This is why I have made the decision not to accept the freeze grant with its inherent uncertainty, which would in any case of only delivered an additional £0.58 million on to our baseline figure.

The Chief Constable and I will continue to drive savings throughout the organisation and I have formally tasked Simon to set in train work specifically aimed at identifying at least a further £2.5 million in revenue savings, which I accept may require some one-off financial support and here again I expect that reserves may be judiciously used. I have asked to see the Chief Constable's proposals by June this year, thus enabling them to be woven into our financial plans from financial year 16/17 onwards.

Ladies and gentlemen, I have thought very long and hard before deciding that, like many other local authorities an increase in the precept is vital. This is not a decision I have

taken lightly and it has most certainly not been an easy one, but it is I am quite clear, the right one.

Thank you."

Arising from a discussion, the following points were noted:

- The top slicing of the police budget was a direct consequence of the "Plebgate" scandal and aimed to reinforce the external auditing functions of the HMIC and the IPCC as well as to set up a centralised "Innovation Fund" which forces could bid for on a match-funded basis;
- Bids made for Innovation funding for 2015/16 amounted to £3-4 million. In the unlikely scenario that all bids were successful, this would require match funding from reserves;
- Little was known at present about the £5 million of top-sliced funding made available by the Home Secretary known as the "Police Knowledge Fund". There was though likely to be a match funded element to any bids for this funding;
- The Force was welcoming of independent scrutiny and audit, however there were concerns about exactly how many complaints would be taken on from the Force by the IPCC. The Chief Constable felt that the budget for complaints would likely remain roughly the same;
- The Home Office's proposals for the allocation of police complaints to PCCs were currently out to consultation. Whilst the PCC did not wish to give an opinion at this stage as to whether he was for or against this proposal, he believed that were this to go ahead appropriate resourcing would need to be made available. The Chief Constable felt that it would be possible for the PCC to commission the Chief Constable's office to deal with complaints should this responsibility transfer to the PCC;
- £2 million of funding from reserves had been set aside by the OPCC to enable the Chief Constable to deal with the following emergent issues: grooming, hate crime and child sexual exploitation. The PCC felt that hate crime was being under reported and involved particularly vulnerable people and it was important that this was addressed. He considered that the other priority areas were pernicious and required particular skillsets to address them;
- The PCC had taken into account the concerns and requirements of all communities when drafting his budget;
- The PCC was looking at all avenues to identify savings through joint working with partners, including the possibility of co-location, where it was felt that this would enable more efficient working by bringing together staff with the appropriate expertise. The PCC was particularly interested in the prospect of joining up blue light services, where appropriate. One example was given of the Police being able to take on the fire service's phone service without the need for additional capacity;
- There was an emphasis in the budget on the recruitment of 1,000 extra volunteers in addition to the current consignment of 400 Special Constables and 300 other

volunteers. The additional 1,000 volunteers would enable 70,000 patrol hours;

- In response to concerns expressed about the reduction in frontline firearms officers, the PCC indicated that the reduction in funding meant that there was no alternative but to reduce frontline officers and rely on a blend of staff with different expertise. He added that preventative commissioning in areas, such as the Supporting Leicestershire Families programme, would reduce the demand on frontline officers;
- Station closures in Market Bosworth, Shepshed and Hinckley were highlighted as having attracted concerns locally. The Chief Constable offered to provide the local members with a note on these issues;
- The planning assumptions in the MTFs were based on national guidance from HMIC and the Home Office. Data was also shared amongst OPCCs across the country.

It was moved by the Chairman and seconded by Mr. Pendleton CC:-

“That the proposal to increase the 2015/16 Precept for police purposes by 1.99% to £179.9951 be supported”

The motion was carried, 12 members having voted for the motion with one abstention*.

** Prior to moving the motion, Mr. Boyce indicated that, as Leader of Oadby and Wigston Borough Council, he would not be voting on any motion to agree a rise in the precept as his Council were intending to take the Government's Council Tax Freeze Grant.*

RESOLVED:

- (a) That the information presented in this report, including the total 2015/16 budget requirement (before use of reserves) of £171.573m, which includes a council tax requirement for 2015/16 at £53.216m be noted;
- (b) That the proposal to increase the 2015/16 Precept for police purposes by 1.99% to £179.9951 be supported;
- (c) That the additional considerations included in the precept proposal be noted;
- (d) That any changes required, either by Government grant alterations notified through the final settlement or through council tax base and surplus/deficit notifications received from the collecting authorities, will be balanced through a transfer to or from the Budget Equalisation Reserve (BER) be noted;
- (e) That the current MTFs, the savings already achieved and plans to identify further solutions alongside the requirements of the Police and Crime Plan be noted.

113. PCC Grant Applications 2015/16.

The Panel considered a report of the Police and Crime Commissioner concerning an update on the current position with respect to grant applications for 2015/16. A copy of the report, marked “Agenda Item 6”, is filed with these minutes.

Arising from the discussion, the following points were noted:

- The PCC confirmed that the process of awarding grants was without bias. A recommendation of the Grants Panel was made to the Commissioner, who had been happy on all occasions thus far to go with the Panel's recommendations;
- The importance of providing feedback to unsuccessful applicants, including feedback showing the outcomes for successful bidders, was stressed as a means of enabling them improve at the next round of applications. Unsuccessful applicants were signposted to other sources of funding, where appropriate;
- Quarterly evaluations were required of successful applicants to enable a close and stringent monitoring of their progress;
- Concern was expressed that identification of geographical areas for which funding was available should so far as possible reflect ward boundaries.

RESOLVED:

That the report be noted.

114. Force Change Programme: Update.

The Panel considered a report of the Police and Crime Commissioner concerning an update on the consultation and risk assessment methodology applied by Leicestershire Police throughout the Force Change Programme process. A copy of the report, marked "Agenda Item 7", is filed with these minutes.

Arising from the discussion, the following points were noted:

- An EIA on the impact of the Programme on communities had not been carried out, however the Force, with the PCC, had gone to great lengths to ensure that communities were aware of the Programme and able to comment on the effect it would have on frontline policing, including through attendance at a number of public engagement sessions. The Chief Constable was happy to bring this work together into one document for the benefit of the Panel;
- A group would be monitoring the effects of the Programme and specific issues such as rural response times, which the Police were happy to share with partners. After a period of around 3 months there would be a full evaluation of the Programme which would be reported to the PCC and then the PCP. The Panel suggested the benefit of evaluations also at 6 and 12 months;
- The PCC stressed the importance of public satisfaction and confidence surveys as a means of ensuring that the Programme was making a positive difference on communities;
- The Chief Constable explained that recent correspondence from the Police updating partners on the Change Programme had made some reference to child abuse as "incidents" rather than a "crimes"; it was not in any way intended to underplay the importance of such crimes. There was a national standard for crime and incident recording, which the Chief Constable was happy to share with the Panel;

- A Strategic Risk Assessment was completed in conjunction with the Northamptonshire, Nottinghamshire and Lincolnshire forces to ensure that the Force was able to cope any potential firearms threat. The threat for the forces was currently regarded as “severe” which meant it now had parity with the country as a whole. Weaponry and protective supplies had recently been upgraded to take account of this.

RESOLVED:

- (a) That the report be noted;
- (b) That the proposed methodology for evaluating the Force Change Programme be shared with Panel members.

115. Child Sexual Exploitation - Interim Update.

The Panel considered a report of the Police and Crime Commissioner concerning an update on a review of historic Child Sexual Exploitation cases at Leicestershire. A copy of the report, marked “Agenda Item 8”, is filed with these minutes.

RESOLVED:

That the report be noted.

116. Date of next meeting.

It was NOTED that the next meeting of the Panel would be held on 23 March at 1.00pm.

117. Urgent Item: Theft of ATMs around the County

The Panel considered this matter, the Chairman having decided that it was of an urgent nature due to the severity and frequency of these crimes taking place around the County.

With the agreement of the Chairman, Mr. Bill CC addressed the Panel by asking for the Commissioner for assurance that action was being taken to safeguard premises with ATMs and that the matter was being addressed and prioritised.

The Chief Constable reported that investigations were ongoing into five offences in Leicester and Leicestershire and that similar offences had taken place outside of the County. The enquiry was being dealt with by senior officers at the Force. Discussions were ongoing with the Co-Operative Group in an effort safeguard against further offences.

RESOLVED:

That the update of the Chief Constable be noted.

118. Announcement.

The Chairman and members of the Panel wished to put on record their congratulations to Deputy Chief Constable, Simon Edens and a former Temporary Deputy Chief Constable Steph Morgan (retired) who had been awarded the Queen’s Police Medal in the 2014 honours list.

1.00 - 3.40 pm
29 January 2015

CHAIRMAN

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

PAPER MARKED

Report of	CHIEF CONSTABLE
Date	MONDAY 23RD MARCH AT 1:00PM
Subject	POLICE COMPLAINT STATISTICS 2012-13 AND 2013-14
Author	DETECTIVE SUPERINTENDENT JIM HOLYOAK

Purpose of Report

1. The purpose of this report is to present and contextualise complaint statistics produced by the Independent Police Complaint Commission (IPCC) for the periods 2012-13 and 2013-14.
2. The report describes current governance and scrutiny arrangements in respect of complaint and misconduct performance before describing current change plans to improve process and performance.
3. Finally, the report set out the potential future landscape for complaints and misconduct arrangements following recent changes in legislation and a UK wide Home Office consultation.

Recommendation

4. It is recommended the contents of this report are considered.

Background

5. Since 2001 the IPCC has produced year on year performance figures which demonstrate that the number of police complaints nationally has risen from 16,654 in 2001–2002 to 34,863 in 2013-2014.
6. In the period relating to this report, the number of complaints nationally has risen by 15%. Dame Anne Owers, Chair of the IPCC, stated that this was not in itself a concern as it may reflect greater accessibility, transparency and confidence. Additionally, a change to recording public complaints under the Police Reform and Social Responsibility Act 2011 in late 2012, accounts for some of this increase.
7. Dame Anne Owers, however, warned that these potential explanations were doubtful in the context of Forces achieving lower rates for upholding both complaints and appeals than the IPCC; implying less robust assessment and outcomes.

8. Statistics issued by the Independent Police Complaints Commission show the total number of complaints against Leicestershire Police rose 46% to 677 in 2013-14, compared to an increase of 15% for England and Wales. The rise follows an increase of 3% in the Force's recorded complaints in 2012-13.
9. Some of the increase in 2013-14 is down to the definition of a complaint being broadened beyond an officer's conduct to include 'direction and control' matters to do with operational policing.
10. A complaint case may have one or more allegations attached to it. A total of 1,194 allegations were made against Leicestershire Police. Per 1,000 employees the Force recorded 299 allegations, compared to 251 for all Forces in England and Wales.
11. A complainant has the right to appeal about the way in which a Police Force has handled their complaint. 44% of appeals from the public against Leicestershire Police were upheld by the IPCC, compared with a 38% upheld rate for those considered by the Force itself. The overall uphold rate by Police Forces in England and Wales is 20%, compared with 46% by the IPCC.
12. The IPCC upheld 14 of 27 appeals where people were unhappy that Leicestershire Police had not recorded their complaint, and 10 of 26 appeals from people unhappy with the Leicestershire Police investigation into their complaint.
13. In 2013-14, Leicestershire Police finalised 492 complaint cases in an average of 145 working days, compared to an England and Wales average of 101 working days.
14. Across England and Wales the most common complaints involve allegations that an officer has been neglectful or failed in their duty, or that an officer's behaviour has been uncivil, impolite or intolerant.
15. Furthermore, following the national trend, Leicestershire has seen an increase in complaints and allegations relating to neglect or failure in duty. There appears to be no clear reason for this trend. Locally it may be greater transparency and making access to the complaints system more accessible or as the IPCC suggest, simply that people are more willing to complain.
16. It cannot be discounted of course that there are other factors such as changes to working conditions, the affects of austerity and greater pressure on officers and staff to perform, but it is more likely that increased reporting and allegations is a complex area requiring more detailed analysis; in short there is no simple solution.
17. This comparative data and limited analysis offers no room for complacency, although they do illustrate that there is limited local evidence to support some of the concerns raised by Dame Anne Owers.

18. In fact one reason for this level of comparatively positive performance is that in June 2013, an internal review of assessment and recording standards, (following the broadening of the definition of a complaint under the Police Reform and Social Responsibility Act 2011 in late 2012), determined inconsistency in approach and poor qualitative standards, requiring a better local understanding of these complex factors.
19. Consequently, measures were undertaken to improve the quality of reports, robustly record complaints and misconduct allegations, ensure a consistent approach to final assessment and appeals whilst capturing relevant internal data to compare with IPCC data provided on a quarterly basis.
20. This work has demonstrated improvement in comparable qualitative and quantitative measures, as described above. It has also had the unintended consequence, however, of increasing the time to finalise a complaint during 2013-14 to 145 working days compared to a national average of 101 working days.
21. This data was used to formulate a business plan to simplify processes whilst maintaining performance and reducing the number of days to finalise complaints.
22. The intention is to better understand the complex factors about what is leading to complaints, what the complainant expects and then proportionately address their needs and expectations within statutory guidance as soon as possible.
23. This approach will capture individual and organisational learning which will be expeditiously shared with colleagues across the Force to prevent activity and behaviours which leads to complaints and in turn improve public confidence in policing.
24. In order to ensure progress is being made, there is a necessity to ensure appropriate governance and scrutiny.

Governance and Scrutiny

25. Firstly, IPCC Statutory Guidance 2013, underpinned by the Police Reform Act 2002, places a statutory duty on the Police and Crime Commissioner (PCC) to hold the Chief Officer to account for ensuring appropriate processes are in place to deal with complaints and misconduct matters and the PCC can direct the Chief Officer to take action if they believe this obligation is not in place.
26. The PCC takes responsibility for this obligation by personally scrutinising complaints and referrals/non-referrals to the IPCC. Each quarter the PCC selects a number of complaint files and personally scrutinises them. An auditable record is maintained and if he is content, the file is closed.
27. The PCC takes a balanced approach to this scrutiny by highlighting how the complaint was handled or requesting further detailed information as to the outcome. The PCC has personally scrutinised 115 complaint files on five separate occasions in the last 13 months.

28. On some occasions, in compliance with statutory guidance, the PCC will challenge the outcome and direct the Chief Constable to take a certain course of action; for confidentiality reasons these matters cannot be disclosed within the report.
29. Additionally, complaints data and related issues are regularly presented to the Strategic Assurance Board for further scrutiny; outside of this meeting members of this group have visited PSD and requested further information.
30. PSD performance is discussed at a strategic level in different forums, be that headline figures, trends, ethical issues and individual cases; these include:
- Strategic Chief Officer Team Meetings
 - Executive Group meetings
 - Operation Fox (OPCC in attendance)
 - Strategic Equality and Fairness Board (OPCC in attendance)
 - Strategic Leadership Board (OPCC in attendance)
 - Performance Delivery Group (OPCC in attendance)
 - Strategic Organisational Risk Board (OPCC in attendance)
31. At a tactical level PSD performance, issues and activity is discussed in several forums:
- Internal PSD Tactical performance meeting – headline performance and trends as well as officers and staff requiring developmental scrutiny, disseminated to Chief Officers and departmental colleagues and available on the PSD web-pages
 - Weekly one to one meetings with the DCC to discuss both strategic and tactical issues as above
 - Bi-monthly meetings with IPCC senior case-workers to discuss overall performance and issues; these meetings confirm that excepting timeliness of complaint handling, the IPCC are satisfied with PSD performance and our approach.
32. There is no room for complacency and based on this scrutiny and previous review, PSD have produced a business plan for further improvement in processes, engagement and timeliness.

Current change plans

33. Through the incremental process described above, the issues affecting performance relating to police complaints and misconduct has been shared and feedback obtained, including the outcome of last year's largely positive HMIC inspection and learning from appeals and complainant feedback.
34. As a consequence an initial business case was submitted to the Force Change Board (OPCC represented) where a number of recommendations to sustainably improve effectiveness and efficiency were accepted. These recommendations were:
- Restructuring PSD – reducing the number of managers and increasing the number of investigators
 - Service Recovery – to triage and address complaints at the earliest opportunity to improve complainant satisfaction and reduce workload and

improve timeliness; agreed in principle with OPCC and COT but further detailed business case to be submitted

- Improved quicker assessment processes – realignment of staff to increase flow of work through complaints system and robustly follow regulations and IPCC guidance and simplifying paperwork/reports
- More guidance and support for Investigating Officer's – training for a cadre of local Sergeants and team leaders to improve quality and timeliness of local resolutions
- Focusing on people – staff and public – greater use of data to highlight under performance of staff and those who regularly access the complaints system
- Improving internal/external access to PSD – internal secondments, briefing to officers/staff, external media and public surveys
- Code of Ethics – continuing to implement and embed the Code and specifically support the OPCC introduction of an Ethics Panel to oversee PSD and Force approach to ethical decision making
- Use of continuous improvement
- Introduction of seven medium term secondments of officers to address outstanding investigations, improve timeliness and assist in the development of the changes.

35. These measures are currently being implemented and are subject to review with an option to adapt to the future needs and requirements.

Future complaints and misconduct landscape

36. As a consequence of statements from the Home Secretary last year followed by swift consultation and changes to legislation early this year (restricting resignation whilst under investigation for gross misconduct) the landscape for complaints and misconduct has already changed and will change further. For example misconduct hearings will be held in public and be chaired by legally qualified individuals in preference to a Chief Officer as currently happens.
37. The impact on complaints is less clear; PCCs are likely to be given the opportunity to take responsibility for overseeing local complaints and appeals if they wish. Additionally, the IPCC are likely to receive further funding to continue their growth and to be in a position to investigate "serious and sensitive" matters; at present no significant change is likely to be seen until 2016 at the earliest.
38. Whilst some of these measures will impact on how complaints and misconduct are addressed in the short term, it is too soon to predict the longer term implications. For example if the complaints element of PSD work is separated from the misconduct side it is likely to cost more and duplicate effort.
39. The current plan remains valid in the medium term with sufficient flexibility and adaptability to implement the known changes to the complaints and misconduct landscape, albeit this may change post General Election.
40. To add further context it should be considered that the Leicestershire Police deals with 600 incidents each day and investigate more 60,000 crimes a year generating millions of interactions between Police and members of the public.

41. Furthermore, policing is almost unique in that it delivers a public obligation under law which restricts how people live their lives; inevitably some of those restrictions will be challenged.
42. The introduction of the Code of Ethics, under the auspices of the College of Policing, with full support and imminent oversight of an OPCC Ethics Committee, offers longer term opportunity and sustainability.
43. The current structural and process changes encourage the ethical behaviours demanded by the Code of Ethics and provide a proxy measure for demonstrating greater Force-wide transparency, integrity and confidence in policing.
44. Some short and medium term implications, however, remain.

Implications

Financial:	<p>PSD has implemented current change through internal restructuring on a cost neutral basis. It is believed process savings will address short term changes to administering public hearings.</p> <p>The Force needs to consider the additional financial impact of retaining officers under investigation for Gross Misconduct pending hearing.</p>
Legal:	<p>At present PSD and the Force are acting within the Law and fulfilling statutory guidance.</p> <p>As there is no current guidance from the Home Office in respect of changes post consultation, the impact is as yet unknown</p>
Equality Impact Assessment:	<p>None in place. Equality issues assessed in the strategic meetings as detailed in para. 30.</p>
Risks and Impact:	<p>That current change plans will not have the desired effect and adversely impact on public confidence.</p> <p>Changes to legislation will adversely impact on performance and thus public confidence.</p> <p>That austerity and loss of police funding will adversely impact on performance and thus public confidence.</p>
Link to Police and Crime Plan:	<p>Standards of professional behaviour are a fundamental statement in respect of how officers and staff will ensure integrity, transparency and confidence in policing. This will be further bolstered by the introduction of an OPCC led Ethics Committee.</p>

Background Papers

IPCC Police Complaints Statistics report 2012/13 to 2013/14 (not provided)

Person to Contact

Name: Detective Superintendent Jim Holyoak. Tel 0116 248 5201

Email: jim.holyoak@leicestershire.pnn.police.uk

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

PAPER MARKED

Report of	POLICE AND CRIME COMMISSIONER
Date	MONDAY 23RD MARCH AT 1:00pm
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 reports to the December 2014 and January 2015 Police and Crime Panel meetings and highlights 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 was revised as part of the 2015/16 budget setting process to reflect the impact of top slicing on police funding and the implementation of the new operating model (Project Edison). The total estimated saving of Project Edison is £10.25m, which is being realised between 2014/15 and 2017/18.

7. Based on the above, after realised and planned savings, the residual funding gap currently identified in the MTFP is:
- | | |
|---------|-------|
| 2015/16 | £1.7M |
| 2016/17 | £6.1M |
8. The January 2015 MTFS shows the significant progress made by the Force in meeting the challenge in closing the £20m funding gap identified previously. Due to top slicing in grant and the additional cost from the changes in Employers NI, the total funding gap has increased further and there remains a residual funding gap of £1.7m in 2015/16 and £6.1m in 2016/17 (the latter includes £2.1m of savings required in police officer costs that cannot be realised until 2017/18 due to police officer attrition rates).
9. The most significant impact on the 2016/17 funding gap increase is the change to Employers National Insurance contributions, which are estimated at £2.1m.
10. Of the remaining £4m (£6.1m less £2.1m planned savings in police officer costs) required for 2016/17, the Force has identified a number of areas which it is progressing to close the funding gap.

Scrutiny and Assurance

11. 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.
12. The PCC also reviews external reports and reviews of the force, to gain assurance and monitor progress, namely:
- a) **HMIC Valuing the Police**
 - b) **Internal Audit of the Force Change Programme**
 - c) **Value for Money (VFM) Profiles**

All of which have been explained in more detail at previous meetings.

13. More recently, an Internal Audit has been undertaken on the Change Programme and the Chief Finance Officer in the OPCC was also interviewed to inform the audit fieldwork in respect of how the PCC holds the Chief Constable to account on the delivery of the Change Programme.
14. Early indications from the Internal Audit are that good progress has continued to be made and key aspects from the final report, when available and considered by the Joint Audit Risk and Assurance Panel (JARAP) will be updated to the Police and Crime Panel in due course.

Update on Key Activities

15. The new model to deliver local policing across Leicester, Leicestershire and Rutland was implemented at the beginning of February. This new model is intended to deliver effective services in line with the aims of the Police and Crime Plan while delivering in excess of £10M p.a. savings. A key element of the new policing model is continued commitment and focus upon neighbourhood policing delivered by dedicated local teams.
16. The early indications are that the model is embedding as expected. The Police and Crime Commissioner has undertaken a number of visits around the Force to meet with officers and staff delivering services under the new model.
17. In preparation for further phases of the Change Programme, the Force has commenced an exercise to receive views from the public and stakeholders about their preferences and priorities to help determine the future demand and requirements of the force. The public and stakeholders have been invited to complete a short questionnaire to give their views on how policing services in the future should be delivered. At the end of February, nearly 1000 responses had been received.
18. Work has commenced within the auspices of the Strategic Partnership Board to ensure that local partnerships continue to develop effectively. In January

2015 a Strategic Partnership Review was undertaken which found a strong commitment to working in partnership amongst all agencies and a willingness amongst strategic leaders to work together differently.

19. The review has led to a number of findings and recommendations and following on from this work is now underway to develop how partnerships in Leicester, Leicestershire and Rutland deliver within a revitalised partnership framework including clear working arrangements and priorities.

Timelines

20. The force is now actively planning for the next phase of change, with detailed plans being prepared by the end of June 2015 which will set out further savings plans for 2016/17 and beyond.
21. Those plans will include the areas highlighted in the Police and Crime Commissioner's Precept Report to the Police and Crime Panel in January 2015 and highlights a number of areas for review, particularly the £2.5M to complement the Force Change Programme. This includes identifying further savings from back and middle-office through a planned Output Based Budgeting exercise which offers a structured approach to matching resources to demand and desired service levels. This exercise will take place in the new financial year.
22. In parallel with this work the Force continues to work towards a new Target Operating Model including the continued development of regional collaboration and other partnership development.

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	MONDAY 23RD MARCH 2015 AT 1:00pm
Subject	SUPPORTING VICTIMS AND WITNESSES AND PROTECTING THE VULNERABLE (POLICE AND CRIME PLAN THEME UPDATES)
Authors	POLICING CO-ORDINATOR AND HEAD OF PARTNERSHIPS AND COMMISSIONING

Purpose of Report

1. This report provides the Police and Crime Panel with a thematic update on 'Supporting Victims and Witnesses' and 'Protecting the Vulnerable', 2 key themes within the Police and Crime Plan 2013-2017. The report provides an update on current work streams and the services commissioned by the Police and Crime Commissioner.

Recommendation

2. The Police and Crime Panel is asked to note the contents of this report.

Background

3. The Police and Crime Plan was revised and published in October 2013. The Plan outlines four key themes which provide a clear direction for allocating the available budget to maximum effect.
4. The Commissioning Framework was refreshed in September 2014 in response to the Plan. The 2015/17 Commissioning Framework sets out how the PCC intends to align the commissioning budget with those key themes and strategic priorities. A Commissioning Plan consisting of a number of commissioning intentions has been developed for each theme.

Supporting Victims and Witnesses

Sentinel

5. The PCC provides a £10,000 contribution towards the costs of the Sentinel Partnership Project Officer. This post holder is currently a Leicestershire Police staff member but Leicester City Council will be taking responsibility for this role during 2015.
6. The Strategic Partnership Board has commissioned a review into the Partnership's current and future ASB case management requirements. The

review will consider the existing systems and processes against current and anticipated future demand, taking into account technological developments and structural changes within partner organisations. The review will consider what alternative systems and processes may be available. Any recommendations will take full account of the need for case management to support our wider efforts to combat ASB, and be realistic in the context of reducing budgets. Budgetary considerations will include on-going maintenance and systems administration costs and specifically the need for any continuing project development support.

PCC Grant

7. Details of the PCC Grants awarded *'to facilitate interventions that pro-actively reduce anti-social behaviour and/or improve the recording of incidents'* and *'increase the reporting of domestic abuse, serious sexual assault and hate crime'* were outlined to the Police and Crime Panel meeting on 29th January 2015. Contracts are currently being agreed.

Victim First

8. In October 2015, a new service for victims and witnesses will be in place for Leicester, Leicestershire and Rutland (LLR) residents. This service will be known as 'Victim First' - a service dedicated to the victim. The model has been designed around the victim's journey as they travel through the criminal justice system. However victims who do not wish to report their crime or where the case cannot be progressed will also be able to access the service.
9. 'Victim First' will be a service that will meet the information and advice needs of victims of crime as well as facilitating referral to, and deployment of, support to help victims cope and recover from the crime. In addition, 'Victim First' aims to embed restorative practices into its contacts with victims. This will be done proactively, as far as appropriate, offering victims of crime the opportunity to consider the restorative benefits of contact with the offender, and then, if requested, 'Victim First' will facilitate this.

Domestic and sexual violence information and support

10. It is proposed that the OPCC, Leicester City Council, Leicestershire County Council and Rutland County Council will jointly commission domestic and sexual violence information and support services from October 2015. Consultation on this proposal closed on 4th March. The anticipated value of the contract will be £828,500 per annum with the OPCC contributing £260,000 p.a.
11. The contract will include the following core services: 24 hour helpline, face to face support, support for third parties (friends, family members and colleagues), information on options including for those concerned about their own behaviour or local practitioners, safety planning and risk assessments, support planning, key working and support co-ordination, advocacy, individual and group support, appropriate therapeutic support, attendance at Multi-Agency Risk Assessment Conferences (MARAC), the Specialist Domestic Violence Court, neighbourhood profile/ networking and gendered provision.

Practical support and target hardening

12. The OPCC will also be commissioning practical support/target hardening for those assessed as vulnerable and/or at high risk of repeat victimisation from October 2015. The value of this contract has been doubled by the Chief Constable to £90,000 p.a.

Protecting the VulnerableChild Sexual Exploitation

13. The Commissioning Framework includes the following commissioning intention *'To prevent child abuse and child sexual exploitation (CSE) and provide a safe and supportive environment for victims and witnesses.'* During 2014, a graduate from the University of Leicester completed a research based internship within the OPCC which focused on children and young people living in residential care homes, who are at high risk of going missing or becoming victims of CSE.
14. As a result, a proposal is currently under consideration for the OPCC to fund a Vulnerable Young Person's Worker. The purpose of the role will be to contribute to the LLR Local Safeguarding Children's Boards Strategic Action Plan to reduce the number of vulnerable young people who go missing from home or care and are at risk of becoming, or are, involved in child sexual exploitation. The post holder would complete specific return interviews with young people in line with local guidance.

Mental Health

15. A Mental Health Partnership Development Manager post, jointly funded by the PCC and Leicestershire Police, has been created to support the Mental Health Partnership Group. The role works collaboratively with partner organisations on agreed priorities and supporting the development of the commissioning and funding arrangements to support these priorities. The Group has already had successes, including the delivery of joint mental health awareness training, and will continue to deliver outcomes in the 2015/2016 period. The Group has also assumed responsibility for monitoring and progressing delivery of the Crisis Care Concordat, Leicestershire being one of the first areas to have a locally signed declaration.

Implications

Financial :	The total commissioning budget for 2015/16 is £4.2m. Details are provided in the Commissioning Framework.
Legal :	Contracts/ funding agreements are in place for each allocation.
Equality Impact Assessment :	An Equality Impact Assessment and action plan were completed for the Commissioning Framework. The completion of an Equality Impact Assessment is a requirement of each funding agreement/ contract.
Risks and Impact :	The completion of a risk assessment is a

requirement for each funding agreement/ contract.

Link to Police and Crime Plan : The Commissioning Framework sets out how the PCC intends to align the commissioning budget with the key themes and strategic priorities in the Police and Crime Plan.

List of Appendices

Appendix A – Commissioning Intentions

Background Papers

Police & Crime Plan 2013 – 2017

Commissioning Framework 2015/17

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Appendix A

Supporting Victims and Witnesses Commissioning Intentions

- Strategic Priority 5 (SP5): To increase reporting of domestic abuse and ensure a positive outcome for victims and witnesses of domestic abuse
- Strategic Priority 6 (SP6): To increase reporting of serious sexual offences and ensure a positive outcome for victims and witnesses of serious sexual offences
- Strategic Priority 7 (SP7): To increase reporting of hate crimes and ensure a positive outcome for victims and witnesses of hate crime offences
- Strategic Priority 8 (SP8): To prevent anti-social behaviour (ASB) and to continuously improve the quality of service and response to victims of anti-social behaviour
- Strategic Priority 9 (SP9): To continually improve the quality of service and response to victims of crime

All commissioning intentions have been coded 'C1***'. However it should be noted that the numbering is not consecutive due to annual changes in commissioning intentions. All strategic priorities within the Police and Crime Plan have been coded 'SP*' in the table below.

Code	Commissioning Intention	Funding Mechanism	Amount 2015/16	Estimated Amount 2016/17	Comment
C1010 SP4 SP8	Interventions that pro-actively reduce anti-social behaviour and/or improve the recording of incidents.	Direct	a) £10,000	a) £10,000	For 2015/17 via: Leicestershire Police for Sentinel
		PCC Grant	b) £100,000	b) £100,000	
			Total: £110,000	Total: £110,000	

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

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

Protecting the Vulnerable Commissioning Intentions

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

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

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

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

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

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

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

PAPER MARKED

Report of	POLICE AND CRIME COMMISSIONER
Date	MONDAY 23RD MARCH AT 1:00pm
Subject	COMMUNICATIONS AND ENGAGEMENT UPDATE
Author	DIRECTOR OF STRATEGIC COMMUNICATIONS AND ENGAGEMENT

Purpose of Report

1. This report provides the Police and Crime Panel (“the Panel”) with an update on the creation of a shared service communications and engagement directorate (“the Directorate”), which the Police and Crime Commissioner and the Chief Constable agreed to develop last year, and the emerging service delivery of the Directorate.

Recommendation

2. The Panel is asked to note the contents of this update.

Introduction

3. Work began last summer to create a new Directorate for communications and engagement activity, working for both the Chief Constable and the Office of Police and Crime Commissioner.
4. As reported to the panel at its meeting on September 29th 2014, the Directorate’s structure comprises three core elements: a media relations team, a digital media team, and a behaviour change and communications team.
5. Following formal consultation with staff and unions, work began in the late autumn using formal selection processes to start filling the posts within the structure from existing staff. As a result, two members of existing staff left under Voluntary Redundancy mechanisms, two others failed to secure new roles and were made compulsorily redundant, and the remaining staff secured new roles.
6. Recruitment processes to fill those posts which remained vacant began before Christmas. Subject to successful pre-employment checks, it is anticipated that all posts bar that of Web developer (see below) will be occupied – as anticipated - by March 31st 2015. The author was successful in applying for the post of Director and is due to commence in his new, permanent role on April 1st.

Governance

7. As always planned, and as the Home Secretary was informed during Phase 2 transfer, the staff working within the Directorate will revert back from the OPCC to the

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employ of the Chief Constable by midnight on 31st March 2015. Whilst the Directorate will operate as a shared service, its Director will report to the Deputy Chief Constable and be accountable to the Chief Executive of the OPCC.

Continuing structural change

8. There are a total of 20 FTE posts within the current iteration of the Directorate, namely:
 - 1 x Director
 - 1 x Head of Media Services
 - 4 x Media Relations Officers
 - 1 x Head of Digital Services
 - 3 x Digital Media Officers
 - 1 x Web Development Officer (vacant)
 - 1 x Head of Behaviour Change and Communications
 - 3 x Communications and Campaigns Officer
 - 3 x Community Engagement Officer
 - 1 x Stakeholder and Engagement Officer
 - 1 x Marketing Officer, Volunteers in Policing programme
9. With several members of staff electing to work part-time / reduced hours, savings on the salary budget have been accrued as posts have been filled.
10. Based on predicted future need and cost effectiveness, consideration is currently being given to making further structural changes to the directorate, including the replacement of the (unfilled) Web Developer post with an in-house online designer to support the channel shift activity of the directorate.
11. Discussions are also being held about the possibility of adapting the existing Youth Commissioner co-ordinator post to create a broader role which encompasses all communications, co-ordination and engagement work with young people within the community.
12. These further changes can be made without adding to the overall staffing budget and so remain within forecast.
13. As the Directorate has taken shape, the original intention to absorb within it the functions of customer insight and research (currently located within the Corporate Services Department) have been revived and is currently under discussion and review as part of a programme of work to make more efficiency savings in backroom support service functions.

Enhanced communications and engagement activity

14. Although work has begun to embed a revised working practice amongst staff, and new policies and strategies are being developed and implemented, it will inevitably take some time before the Directorate is functioning as planned and at optimum levels.
15. However, since the late autumn when work began on constructing the Directorate there have been increasing signs that the anticipated, revised approach towards communications and engagement activity for both the Force and the OPCC is emerging and producing results.

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Insight-driven behaviour change communications activity

16. A new approach is appearing which delivers communications activity, and in particular campaign work, with far greater emphasis on customer insight and statistical evidence and which focuses on delivering a change in behaviour and attitude.
17. Internally, for example, significant work has been conducted to raise awareness of, and to encourage the participation and “buy-in” of the workforce in, the recent structural changes produced by Project Edison. This has included the development and delivery of a wealth of communications and engagement work comprising focus groups with officers and staff, the introduction of “hotline” days for staff to ask questions directly of the project team, regular updates on the Force intranet, personal emails to all officers affected and roadshows led by chief officers.
18. Externally, several campaigns and initiatives have been developed and implemented based on both research of crime types and customer feedback. The Love Your Phone campaign implemented among a largely young and student population in December helped secure a 60% reduction in reports of theft of mobile phones in the city. A twitathon staged in car parks in the city, in Leicestershire and in Rutland in October helped raise awareness of the need for car owners to secure vehicles and target-harden them by not leaving property on display.
19. The Behaviour Change team has developed a financial year calendar looking at the profile of crime going back five years in the Force area, overlaid with known seasonal crime. This campaigns calendar is now being shared and discussed with partner agencies including Local Authorities to ensure co-ordination of messaging across several agencies and to help achieve cost efficiencies.

Engagement activity

20. Much work has been done to improve the engagement activities of the Force and the OPCC with the public in the reporting period.
21. Having successfully launched the country’s first trip advisor-style online feedback tool for the Police Service (Rate Your Police), the system is now being developed to allow members of the public who are stopped and searched to provide feedback on their experiences. This will further help the Force understand the impact of stop and search and to improve its performance and proportionality in this important but contentious area of policing.
22. Several other online initiatives have also been developed, including a cyber crime online chat session and the launch of the Beat Safe website aimed specifically at young people and issues that most concern them. Work will begin shortly in developing a new website for the PCC to provide greater interoperability, and a new website for the Force to support the transactional digital media strategy (see below).
23. A new IT system is shortly to be launched to help develop, log, track and encourage greater involvement among local residents to help shape the policing priorities in their local neighbourhoods. The system will be used extensively by the new Community Engagement Officers in liaison with local Neighbourhood Policing Area commanders to ensure a more responsive policing service to local communities.

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24. A major marketing campaign is in development to help the OPCC secure its aim of recruiting 1,000 volunteers by March 2017. The campaign will be spearheaded by a video and supported by a range of public events, leaflets, posters and website activity, focusing on Special Constables, Police Cadets and Police Service Volunteers.
25. Launched in November, the "What matters to you?" series of public meetings, allowing residents the opportunity to talk directly to the PCC and the Chief Constable, are providing popular and providing the force and PCC with further insight into issues that matter to the public. Four such events have been held - in Coalville, in the Highcross shopping centre, at the Robert Smyth Academy, Market Harborough and at the Beaumont Shopping Centre - and attracted more than 300 people.
26. Significant work has been undertaken to support the PCC's Youth Commission and in particular its conference held earlier this month at which the young commissioners outlined their thoughts about how better the police could tackle the six issues of most concern to young people in the force area. This work including the production, with the young people, of a video about their work, now available on YouTube.
27. To help increase public awareness of the commissioning and other work undertaken by the PCC, and in addition to targeting mainstream media publicity opportunities through local newspapers, radio stations and TV, a monthly PCC newsletter has been re-launched, first person singular articles are being written for specific audiences (for example, the latest Age UK edition of EngAGE) and more targeted public engagement events are being organised, from visits to educational establishments and meetings with faith groups, to attending both regional and national policing events.
28. To help emphasise the Force's and PCC's commitment to encourage community action to create safer communities, both organisations are sponsoring the annual Pride in Leicestershire Awards scheme, organised by the Leicester Mercury, with the PCC as the event's overall sponsor and the Force sponsoring the award for Courage and Bravery.
29. Internally, work is underway to revamp the Force's approach towards reward and recognition, and create greater internal awareness of the values of both the Force and PCC.

Enhanced communications services

30. A suite of new communications services are beginning to be delivered by the new directorate. These include the launch of a new internal online force magazine to compliment more formal publications (for example, Weekly Orders) and to replace the former BCU-specific newsletters.
31. A drive towards channel shifting has seen an increasing use of video as a communications mechanism, for example to publicise the 2nd anniversary of the PCC in office, to relay Christmas messages from both the PCC and the Chief Constable and to highlight the successful outcome of a court case (including a signed version of the video for the deaf).
32. Automatic feeds from media releases to Twitter and Facebook have been turned off, and the department is now producing bespoke messages for these social media channels.

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33. A growing push towards working in partnership with other organisations has seen the Directorate's Head of Media Services take over the chair of the communications sub-group of the LLR Local Resilience Forum, and regular multi-agency meetings are now being chaired by the interim Director of key partners in relation to campaign planning and specific issues / crimes, for example Child Sexual Exploitation, in order to develop, where appropriate, joint communications strategies.
34. An emphasis is now being placed on effective forward-planning within the department, not least within the media services team which is horizon-scanning, in partnership with other organisations, forthcoming events, trials, and other criminal justice issues. This is enabling the team, led by values of transparency and public-accountability, to generate publicity and public awareness of important issues, from external audits to criminal justice outcomes, and so give the public a more rounded picture of local policing.

Transactional service delivery

35. The Directorate has developed, in liaison with other key departments in force, a draft Digital Media Strategy setting out how the Force could further harnesses the power of new technologies to reduce and prevent crime and to enhance community engagement. The area where the strategy can have perhaps greatest and most significant impact, however, is in the transactional area of service delivery, not only advocating the delivery of services in a way that a growing proportion of the population would wish for, but at a significantly reduced cost to traditional service delivery methods. The strategy highlights, among other things, the opportunity to make available digitised online forms (for example, for firearms renewal applications) and to allow the public to report crime online.

Conclusions

36. The work to complete the establishment of the new Directorate structure is on schedule to finish by March 31st as planned, and there is emerging evidence of its changing approach to deliver a more effective, joint service on behalf of the OPCC and the Force for the public benefit.

ImplicationsFinancial:

No additional spending is being incurred in creating this new Directorate of Communications and Engagement. All expenditure has been kept within existing budgets. This report is an update for the Panel to note, and does not have financial implications.

Legal :

No legal considerations have been identified.

Equality Impact Assessment :

The changes that have been made are aimed at enhancing the quality, quantity and reach of communications and engagement between the Police and Crime Commissioner and the Force with all the many diverse communities in Leicester, Leicestershire and Rutland as well as with the workforce.

Risks and Impact :

There are no specific risks identified at the current time.

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Link to Police and Crime Plan : The creation of the new Directorate is helping to support the successful achievement of the aims contained in the Police and Crime Plan and therefore the operational goals and strategic priorities of the Chief Constable.

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 23RD MARCH 2015 AT 1:00pm
Subject	QUARTER 3 – 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').

2. Recommendation

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

3. Background

- 3.1. The Police and Crime Plan performance is assessed on a quarterly basis to provide a long term strategic view of performance towards achieving the objectives in the Police and Crime Plan.
- 3.2. 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.
- 3.3. The OPCC is developing the performance management capability so that return on investment analysis is completed and reported from within the OPCC. Interviews for a Performance and Evaluation Coordinator took place on the 16th March 2015 and an update on recruitment will be provided in the Police and Crime Panel meeting.

4. Quarter 3 Performance

- 4.1. – 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 in recent weeks to discuss their latest 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 3 reporting shows there is a 47% reduction in offending by those 18-24 year olds in the 9 months to December 2014 compared to the previous year (an estimated reduction of 58% compared to the baseline year). These reductions show a continuing positive long term trend.

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

7.1 As detailed in the performance paper dated 17th December 2014, this data will be collected from April 1st 2015 and available in at the end of July 2015 at the end of the quarter 1 period.

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. At the end of September 2014, across City and County local authority areas, over 2000 families were engaged in a Troubled/Supported families programme. The County Council has now commenced a new programme which will engage with over 400 families by the end of March. The City Council continue to engage with nearly 1400 and Rutland are working with 16. At the end of December 2014 a quarter of those families are showing a reduced rate of ASB and re-offending in Leicester City and Rutland, there are no performance figures for the County Council's new programme yet.

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 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'.

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

9.1. Currently the level of reports of domestic abuse are within control levels and there are no statistical indications that levels of the more serious, With Injury, offences are changing (i.e. they are neither reducing nor increasing to any significant degree). The levels of Without Injury offences are generally increasing, and the latest month is a significantly higher level than recently seen.

- 9.2. The increased level of Without Injury offences, together with the stable levels of the more serious, With Injury offences, is regarded as indicative of positive action encouraging greater and earlier reporting, and the successful intervention work preventing the escalation into more serious offences. However, it is acknowledged that this remains an area of under reporting and the Police and partners are working together to encourage more victims of this type of crime to feel confident to report.
- 9.3. Monthly calls to helplines in Leicester City and Leicestershire have continued to increase and provide further evidence of the under reporting to Police as the volumes of calls significantly exceed the level of Police reports. The extent of overlapping data with callers to helplines also making reports to the Police is unclear and further ongoing work should provide a better understanding of the underlying levels of domestic abuse across Leicester, Leicestershire and Rutland.
- 9.4. Leicestershire Police and partners are working together to support victims and households who have experienced three police reported domestic incidents in a year in an innovative project named 'Project 360' which is based at Keyham Lane Police Station. Evaluation of the project will directly advise policy making in Leicestershire Police and will help to address the very important issue of repeat incidents of domestic violence.
- 9.5. Domestic Violence Protection Orders (DVPOs) are civil orders which can effectively ban a domestic violence suspect from returning to a property where he/she is likely to cause further domestic violence. There are early indications that the use of these orders is having a positive impact, although further analysis should take place to confirm that the orders have prevented further incidents and that there are not further incidents that have not been reported. Further details of this work will be presented by the Chief Constable to the PCC early in the new financial year.
- 9.6. There has been positive feedback from the Courts regarding the completion and subsequent granting of DVPOs from Leicestershire Officers which is apparently not the case in other areas.
- 9.7. The Force continues to engage with the victims of domestic abuse in order to gain a better understanding of their experience when reporting incidents to the Police. Surveys were carried out during 2014 with 148 victims of domestic abuse and there is a 90.5% satisfaction with the overall experience.

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. There has been an increase in the reporting of rape offences to Juniper Lodge with an apparent gap of approximately 28% when compared with reports to the Police. There is ongoing work to gain a better understanding of the underlying reasons for this. Although there has been a significant increase in reporting to the Police there is a significant level of under reporting which does mean that although these victims are not having their cases investigated and receiving a justice outcome, they are receiving the benefits of partner agencies which support them.

- 10.2. More than 40% of recorded Rape offences are reported within 7 days of the offence. Very few reports are made between 7 and 28 days of the offence, with more than 25% between 28 and 365 days of the offence, and 33% over one year after the offence date.
- 10.3. The later reporting of many offences does create evidential difficulties which can hamper the investigation and limit the opportunities for a positive outcome to the investigation in terms of the resolution of the crime. The large proportion of reports that are over a year old are at least in part due to the increased media coverage of several high profile court cases regarding rape and sexual assault offences.
- 10.4. There is a potential risk to the Force that the gap which exists between reported offences and positive outcomes which results from the active recording policy could lead to adverse media comment. The positive outcome rate relates to the number of suspects charged. There is no suggestion that the current victim focussed policy should change, and it has been highlighted by the HMIC as good practice but this potential risk area should be noted and understood.
- 10.5. Due to the robust investigation and support and a positive relationship with the Crown Prosecution Service the conviction rate at court is 70%. This has increased from 25% since 2010.
- 10.6. Leicestershire Police continues to be one of the few Forces to carry out victim satisfaction surveys for victims of rape. There is currently a 90.5% satisfaction rate with the service.

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 general reduction in the number of reports since the significantly high levels reported in July 2014, and it is noted that there is a seasonal low point in reporting around November - December annually.
- 11.2. Despite this reduction the levels of monthly reports are higher than seen during the previous two years and this is seen as a positive, with more victims feeling confident that their crime will be dealt with effectively.
- 11.3. The overall level of satisfaction amongst surveyed victims of Racist Incidents has shown some signs of slight improvement over recent months. This is the result of considerable efforts over time to investigate and manage these reports appropriately, and to manage the expectations of the victims where a positive outcome may not prove possible.
- 11.4. The Safer and Confident Communities Board ensures consistent engagement with diverse groups in Leicester, Leicestershire and Rutland.
- 11.5. Threats relating to hate crime and incidents on the new crime and incident system Niche will be managed via the Corporate Services audit team.
- 11.6. It should be noted that all Hate Crime types will feature in the User Satisfaction Surveys from April 2015.

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 The number of reported ASB incidents has been reducing for a number of years, and there have been 6 successive months of reduction since July 2014. It is noted that there is a seasonal fall in reported incidents around December – January annually and there is therefore the expectation that reported incidents will increase over the coming months.
- 12.2 Satisfaction levels have stabilised around 80% and currently show no signs of any significant change.
- 12.3 The changes to Force structure and to the activities and responsibilities of the Neighbourhood Officers will not be reflected in survey results until April / May 2015 and several months of reported data will be required before it will be possible to properly assess the implications of these changes on the perceptions of victims of crime and anti-social behaviour.

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. The period since April 2014 has seen successive months of reducing levels of satisfaction with 5 successive months of significantly low levels.
- 13.2. It should be noted that these reductions amount to a 3% point fall, however the current satisfaction rate remains at 82% and has consistently been within a range of 82% - 87% over the last six years.
- 13.3. There is a general underlying reduction in satisfaction levels across the component offences that make up All User satisfaction, with violent crime satisfaction continuing to report a lower level than burglary and vehicle crime. There is also deterioration evident across the four areas of contact, action, follow-up and treatment.
- 13.4. The service improvement steering group, chaired by the ACC Operations continues to monitor satisfaction levels Force wide and looks to improve the service to victims based on feedback received. Considerable work has been undertaken over time and an action plan is in place to address the current position.

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

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

15. Strategic Priority 11 - To reduce all crime

- 15.1. A long term reduction is apparent and current levels have stabilised at a generally lower level than seen in the previous year. Over the period of the Plan performance has fluctuated. Current trends show that a significant reduction since the start of the plan remains achievable.

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

- 16.1. Domestic Burglary offences have matched the seasonal pattern seen last year, albeit at a lower level than previously seen. There is a seasonal reduction in reported offences during the early months of the calendar year and there is therefore the expectation that reported levels will continue to fall over the coming months. The Force will continue to keep this type of criminality as one of its priorities and will deploy extra resources where appropriate.
- 16.2. Although there have been six successive months of significantly lower levels of satisfaction it must be noted that satisfaction levels are still in excess of 86%.
- 16.3. The service improvement steering group will continue to focus on this area, and it will form part of a complete service improvement action plan.

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

- 17.1. Violence against the person with injury includes offences such as actual bodily harm, and grievous bodily harm. Current reported levels of this type of offence are generally lower than reported during the previous year and continue to fluctuate within expected bounds whilst showing no signs of any significant change.
- 17.2. There has been significant work relating to these types of offences, and this remains one of the Forces priorities in 2014/15. This type of criminality has a significant link with the night time economy, and the violent crime group also focuses on this.
- 17.3. The service improvement steering group has focused on violent crime as it was the crime type which had the lowest satisfaction rate of the three all user constituent parts. This will now feature as part of the service improvement action plan.

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

- 18.1. The level of theft of Motor Vehicle offences has remained controlled over a number of months, with only minor fluctuations month on month. This has seen a progressive narrowing of the expected bounds which does mean that

the recently increased levels of offences are significantly higher than expected although numerically the changes are relatively modest.

- 18.2. Much of the increase continues to be due to a localised issue of theft of motorbikes/mopeds, particularly from around the Hinckley Road area of the City Centre.
- 18.3. Various tactical options are being employed in the investigation and prevention of offences. A Police-led problem profile has been commissioned in order to understand and address this issue.
- 18.4. The level of theft from motor vehicles has remained controlled, with fluctuations within expected bounds and no significant changes identified. The latest month reports a sharp increase to the upper expected bound. There are some identified issues with travelling criminals and three arrests have been made of individuals active across several of the East Midlands counties. An intelligence collection plan is in place to further understand this area of criminality.
- 18.5. Satisfaction levels have reduced over recent months in common with other measures of satisfaction. This will be considered as part of the user satisfaction action plan, and will continue to be monitored by the service improvement steering group.

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

- 19.1. The Leicester, Leicestershire and Rutland Safeguarding Children Board's (LSCB) Joint CSE, Trafficking and Missing Sub Group is responsible for collecting data from partner agencies relevant to Strategic Priority 15. Q3 data has recently been collected.
- 19.2. Overall the data is showing evidence of the following trends:
 - Reduction in the number of children reported missing, reduction in repeat incidences of children going missing and a reduction of children going missing more than once.
 - Increase in numbers of return interviews being undertaken with children who have gone missing.
 - Increase in the number of CSE referrals (highlighting improved and heightened awareness amongst professionals).
 - Evidence that within referrals the signs and symptoms of CSE are being spotted earlier.
 - A wider range of agencies making referrals.
 - Reported increase in awareness of CSE amongst professionals, children and young people.
 - Increase in the number of CSE related investigations and prosecutions.

- A wider range of agencies engaged in the CSE agenda including the licensing authorities and pharmacists.

19.3. The LSCBs have agreed to fund the recruitment of a CSE Coordinator. The CSE Coordinator's role will include: improving the quality of data and analysis provided by partners in relation to CSE and missing children; improving the quality of the presentation of the data set into a more accessible and structured format; developing a multi-agency problem profile; and liaising with the OPCC in relation to progress against Strategic Priority 15.

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

19.1 Please see **PROTECTING THE VULNERABLE & SUPPORTING VICTIMS AND WITNESSES REPORT**

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

20.1. In the first three quarters of 2014/15 there was a total of 1815 reports of missing people. The current levels of reports are fluctuating within expected bounds around the mean and are not showing any signs of significant change. 63% of reports relate to young persons.

20.2. There were 637 repeat reports during the first three quarters of 2014/15. There is no evidence of any significant change and levels fluctuate within expected bounds around the mean.

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

21.1. The Medium Term Financial Plan (MTFP) originally highlighted a shortfall of £23m which needed to be reduced from the baseline budget permanently by 2016/17. The latest MTFP, taking into account grant reductions and the impact of employers national insurance increases the shortfall over the period is nearer £27.8m. The MTFP (and hence the funding gap) changes as pressures (potential increases) and savings from the baseline budget are identified or forecast.

21.2. As at the end of February 2015, against the original estimate of savings required between the years 2013/14 to 2016/17, savings of £23.8m have been realised, planned or are nearing completion, including from the new operational policing model.

21.3. At the Police and Crime Panel in January 2015, the PCC reported that the residual funding gap for 2016/17 stood at £6.1m which included £2.1m of police officer savings that were due to be realised in August 2017 due to officer attrition timing. The remaining £4.0m is subject to ongoing work by the Force and includes a target of £2.5m set by the PCC against specific priority areas as highlighted in the January Precept report.

21.4. The MTFP remains a live planning tool that is frequently updated based on available information or estimates. The challenges facing the Force go

beyond 2016/17 and current estimates show that the Force faces a savings target of approximately £17m (including the £6.1m for 2016/17) by 2019/20.

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

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Police & Crime Plan Dashboard

Period ended December 2014

Strategic Priorities

1 Preventing and diverting young people from offending

Baseline 2012/13	Latest 12 months	% Var.
667	486	-27%

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

SP1 Comments:
Data presented to City Youth Offending Management Board in March presented only 9 monthly data to Sep 14 (this has been pro-rata-ed for comparative purposes). Date presented to County Youth Offending Service Management Board in February presented data for 12 months to June 2014.

2 Reducing reoffending amongst young people and adults

Baseline 2012/13	Latest 12 months	% Var.
407	169	-58%
372		-54%

Reduction in offending by 18-24 year olds 1
Reduction in re-offending by 18-24 year olds 2

SP2 Comments:
Data is based on a cohort of those deemed at risk of offending.
1 It is understood that some of the cohort were in prison for some of Q1-2 2014/15.
2 Presented to Reducing Re-offending Board (9 months data - pro-rataed above)

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	4975	-	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 Jan.2014

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 90.5%
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
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 Position v MSG	84.2% 2nd
Awareness of services available	NA

8 To improve outcomes for victims of ASB

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

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

Baseline 2012/13	Latest 12 months
Satisfaction with service Position v MSG	84.5% 6th

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. Position v MSG	75.3% 4th	Sep '14

11 To reduce all crime

Baseline 2012/13	Latest 12 months	Projection 2016/17
Number of offences	58805 59392	
Position v MSG		9th
SPC variance		

12 To reduce Domestic Burglary to victims of crime

Baseline 2012/13	Latest 12 months	Projection 2016/17
Number of offences	3935 4189	
Position v MSG		7th
SPC variance		
A victim focused crime outcome	NA	
Satisfaction with service Position v MSG	89.7%	8th

13 To reduce Violence Against the Person - with Injury

Baseline 2012/13	Latest 12 months	Projection 2016/17
Number of offences	4365 4885	
Position v MSG		1st
SPC variance		
A victim focused crime outcome	NA	
Satisfaction with service Position v MSG	78.1%	6th

14A To reduce Theft from Motor Vehicles

Baseline 2012/13	Latest 12 months	Projection 2016/17
Number of offences	5236 5375	
Position v MSG		7th
SPC variance		
A victim focused crime outcome	NA	
Satisfaction with service Position v MSG	85.9%	4th

14B To reduce Theft of Motor Vehicles

Baseline 2012/13	Latest 12 months	Projection 2016/17
Number of offences	1051 1231	
Position v MSG		5th
SPC variance		
A victim focused crime outcome	NA	
Satisfaction with service Position v MSG	75.5%	4th

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

C3 data is showing evidence of the following trends:

- Reduction in the number of children reported missing, reduction in repeat incidences of children going missing and a reduction of children going missing more than once
- Increase in the number of CSE referrals (highlighting improved and heightened awareness amongst professionals)
- Reported increase in awareness of CSE amongst professionals, children and young people

Decrease in the number of CSE related investigations and prosecutions

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

Review and streamline conveying 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 (STORM)	5929 4277	-28%
Reduction in no. of missing reports (COMPACT)	2987	
Reduction in reports received from the nine key locations	1207 330	-73%
Reduction in no. of "Absent" reports.	637 *	

COMPACT is a case management system. Incidents recorded on STORM may be closed before they are raised on Compact if the person is traced in the meantime. A new practice of recording of recording incidents was introduced in April 2013 and hence there is no baseline for the reduction of incidents recorded as "Absent".
* 9 months to December 2014.

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	£27.8
Savings realised to date	£21.7
Savings identified but not yet realised (est)	£2.1
Further savings required to be identified and realised by end of 2016/17	£4.0

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

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. 3 quarters only).

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

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