



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

Date/Time: **Wednesday, 16 September 2015 at 1.00 pm**

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

Contact: **Sam Weston (Tel: 0116 305 6226)**

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Membership

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

Cllr. Roger Begy, OBE	Cllr. Kirk Master
Cllr. John Boyce	Cllr. Ozzy O'Shea
Cllr. Lee Breckon	Cllr. Rosita Page
Mrs. Helen Carter	Cllr. Trevor Pendleton
Cllr. Ratilal Govind	Cllr. Lynn Senior
Cllr. Malise Graham	Cllr. David Slater
Col. Robert Martin OBE, DL	Cllr. Manjula Sood, MBE

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 17 July.	(Pages 3 - 8)
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. Force Change Programme - Project Edison Review.	Police and Crime Commissioner (Pages 9 - 20)

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| 6. | Quarter 1 2015/16 Performance Update. | Police and Crime Commissioner | (Pages 21 - 32) |
| 7. | Medium Term Financial Strategy Update. | Police and Crime Commissioner | (Pages 33 - 40) |
| 8. | Best Use of Stop and Search Scheme. | Police and Crime Commissioner | (Pages 41 - 44) |
| 9. | Thematic Police and Crime Plan Update: "Making Communities and Neighbourhoods Safer". | Police and Crime Commissioner | (Pages 45 - 50) |

10. Date of next meeting and schedule of meetings for 2016.

The next meeting of the Panel is scheduled to take place on 16 December at 1.00pm.

Meetings of the Panel in 2016 will take place as follows (all meetings at 1.00pm):

25 January

9 February (*Provisional only - subject to whether the Panel uses its power of veto on the precept or as business requires*)

22 March

30 June

19 July

26 September

5 December

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

Minutes of a meeting of the Leicester, Leicestershire and Rutland Police and Crime Panel held at County Hall, Glenfield on Friday, 17 July 2015.

PRESENT

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

Cllr. Roger Begy, OBE
 Cllr. John Boyce
 Cllr. Lee Breckon
 Mrs. Helen Carter
 Cllr. Ratilal Govind
 Cllr. Malise Graham

Cllr. Jonathan Morgan
 Cllr. Ozzy O'Shea
 Cllr. Rosita Page
 Cllr. Trevor Pendleton
 Cllr. Manjula Sood, MBE

Apologies

Col. Robert Martin OBE, DL, Cllr. Kirk Master and Cllr. Lynn Senior

In attendance

Sir Clive Loader, Police and Crime Commissioner,
 Roger Bannister, Assistant Chief Constable, Paul Stock, Chief Executive (OPCC) and
 Helen King, Chief Finance Officer (OPCC)

145. Chairman's Announcement.

Prior to commencing the Panel's business, the Chairman read out the following statement:

"At the start of the meeting I would ask the Panel to extend its sympathies to Cllr Lynn Senior, whose partner tragically died in an accident in Leicester City Centre on 26th June.

Before I move the minutes of the Panel's last meeting, I would like to welcome Sir Clive whose ill-health prevented him from attending our last meeting. I am sure that the Panel wishes him well in his recovery.

However, the minutes of the last meeting remind us that most of the meeting was taken up with our need to respond to the Commissioner's letter saying that he needed to take a period of extended absence due to incapacitating ill-health and his request that we appoint an Acting Commissioner.

Although this matter is not specifically on our agenda today, there are two questions on which the Panel needs answers from Sir Clive.

The first question is whether the Commissioner is medically fit to carry out his role. The Panel has yet to hear from him. A simple 'yes' or 'no' will suffice. This is a public meeting and we are not looking for personal detail.

The second question is how the Panel came to be misled and to waste its time in seeking to appoint an Acting Commissioner. Had the Panel known at its last meeting that the Commissioner had tweeted less than an hour before the meeting that he hoped to be

back at work within a couple of weeks, it is unlikely we would have felt the need to consider appointing an Acting Commissioner.

I now move the minutes of the last meeting. Is there a seconder?

I hope the Commissioner will be able to answer these two questions during the course of the meeting.”

In response to the Chairman’s statement, the Commissioner requested the Chairman’s permission to read out a statement to members of the Panel to which the Chairman was agreeable. The Commissioner’s statement read as follows:

“I have become aware of the increasing interest in my intentions for the future Mr. Chair. It was to my great surprise that I read that I might be considering whether or not to stand for re-election as an independent candidate. I can assure you that never was the case and would not happen. However I do feel that the time has come for clarity.so let me give that to you.

I have, earlier today, informed my office, the Chief Constable and the senior team and indeed the Conservative Party only minutes before this meeting that I do not intend to stand on the Police and Crime Commissioner elections next May. Notwithstanding any other reason, and there are several, this is because I have confidence that by that time (by May next year) the job that I set out to do will have been done.so thank you Chair in considering the busy agenda in front of us, I am sure you would like to crack on with that.”

146. Minutes.

The minutes of the meeting held on 25 June were taken as read, confirmed and signed.

147. Public Question Time.

No public questions had been received.

148. Urgent Items.

There were no urgent items for consideration.

149. Declarations of Interest.

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

Cllr. O. O’ Shea declared a personal interest in respect of all substantive items as a civilian at Leicestershire Police.

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

Cllr. M. Graham declared a personal interest in respect of item 5 (“PCC’s Annual Report 2014/15”) as he had made a contribution to the Report as Chairman of Melton’s Community Safety Partnership (Minute 150 refers).

150. PCC's Annual Report 2014/15.

The Panel considered a report of the Police and Crime Commissioner concerning his Annual Report covering the period 1 April 2014 to 31 March 2015. A copy of the report, marked "Agenda Item 5", is filed with these minutes.

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

- Arising from comments made by the Chairman at a meeting with officers of the OPCC, content had now been included to take account of the lessons learned following the Judicial Review action taken by the PCC over the "New Lubbesthorpe" development, which had been discussed in detail at the Panel's meeting on 14 July 2014;
- The document was praised for its ease of reading and its focus around the partnership work the PCC had been engaged in during the past year;
- It was felt that the Annual Report would benefit from a little more detail in regard to crime reductions as a result of action taken by the PCC;
- A request was made for further detail on the national comparative context of the PCC's work in respect of drug and alcohol treatment completions. The Commissioner indicated that he would provide some clarity on this issue to the Panel after the meeting;
- It was felt that more could be done to engage those communities whose primary language was not English. This point was raised primarily in relation to drug and alcohol work, though it was felt that it would benefit all areas of the Force's work;
- The Youth Commission was now in its third year of recruitment and was considered to be well represented in respect of some of the protected characteristics of the Equality Duty. The recruitment process had been wide and had attempted to engage all groups via a number of different publicity channels. 27 members had thus far been recruited and would have their first event on 25 July;
- There was a request for further detail about how the PCC communicated and engaged with partners. Though it was acknowledged that this was not covered in detail in the Annual Report, the Commissioner indicated that he was happy for members of the Panel to be provided with clarity on the structure and working arrangements for the Strategic Partnership Board, which would hopefully show how the PCC engaged at a strategic level with all partners;
- The new policing model which had launched in February of this year was consistent with the strategic priorities of the Police and Crime Plan. There had been some teething issues in respect of demand management and investigative processes which still required improvement. An update on the new model's effectiveness and sustainability would be reported to the Panel's meeting in September;
- There was praise for the Police's work in respect of honour killing, forced marriage and hate crime;

- The 2.7% crime reduction in respect of Strategic Priority 11 (“a significant reduction in all crime”) was commended. It was felt that the data in support of this reduction was robust as it had been verified by Her Majesty’s Inspectorate of Constabulary as being around 90% accurate.

RESOLVED:

- (a) That the PCC’s Annual Report be approved, subject to the comments made by the Panel;
- (b) That the comments made by the Panel (as set out above) form a report to be submitted to the Commissioner for his information;
- (c) That the PCC and the Force be congratulated for the 2.7% reduction in all crime.

151. Ethics, Integrity and Complaints Committee.

The Panel considered a report of the Police and Crime Commissioner concerning the steps taken to convene an Ethics, Integrity and Complaints Committee on behalf of the Police and Crime Commissioner. A copy of the report, marked “Agenda Item 6”, is filed with these minutes.

The Commissioner updated the Panel in regard to the membership of the Ethics, Integrity and Complaints Committee as a result of events following the previous Panel meeting at which this item had been due to be considered. Of the seven Committee members referenced in the report, one had unfortunately had to drop out due to work commitments and one had failed to successfully pass the vetting procedure.

Of the five confirmed Committee members, three were academics, one was from the third (or voluntary) sector and one was from the health sector. It was hoped that the names of those individuals on the Committee would be published on the OPCC’s website in early August.

Arising from discussion, the following points were noted:

- The Panel was assured that the remuneration of Committee members was in line with Home Office guidance and that for Joint Audit and Risk Assurance Panel members. Though they were required to attend four meetings per year, it was expected that they would also be required to undertake some work between meetings;
- The gender and race balance of the Committee was not presently as would be liked. Recruitment processes in the future would be tailored in order to achieve a better balance going forward.

RESOLVED:

That the report be noted.

152. Medium Term Financial Strategy - Update.

The Panel considered a report of the Police and Crime Commissioner concerning an update on the Medium Term Financial Strategy (MTFS) including progress towards the

identification of savings required for 2016/17 and approached toward savings required to 2019/20. A copy of the report, marked "Agenda Item 7", is filed with these minutes.

Arising from discussion, the following points were noted:

- The report was written in readiness for the previous Panel meeting and there had since been a budget announcement by the Government. It was therefore suggested that a further update be provided at the Panel's next meeting in September;
- Assumptions for Council Tax were based on an increase of 1.99% over each of the next four years;
- Regional work would be crucial to achieving savings. An evaluation of the Scottish model (in which all forces had been amalgamated into one) would hopefully emerge later this year;
- There was an ongoing dialogue in respect of further joining up of "blue light" services, though little commitment had yet been made;
- The MTFS focused on a reduction in personnel as 83% of the budget was spent on staffing. Other avenues however were also being explored, including energy savings and estates management.

RESOLVED:

- (a) That the report be noted;
- (b) That a further update on the MTFS position be reported to the Panel's meeting in September.

153. Date of next meeting.

It was NOTED that the next meeting of the Panel would be held on 16 September at 1.00pm.

12.30 - 2.15 pm
17 July 2015

CHAIRMAN

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POLICE AND CRIME COMMISSIONER FOR LEICESTERSHIRE POLICE AND CRIME PANEL

PAPER MARKED

Report of	OFFICE OF POLICE AND CRIME COMMISSIONER
Subject	PROJECT EDISON REVIEW
Date	WEDNESDAY 16 SEPTEMBER 2015 – 1.00 P.M.
Author	CHIEF SUPERINTENDENT ROB NIXON

Purpose of Report

1. This report 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 review of the Edison policing model at 6 months post implementation and the Police and Crime Commissioner's role in holding the Chief Constable to account in delivery of the programme and the Police and Crime Plan priority.
3. This is a summary of the key themes and issues identified at the present time across all departments, in advance of a more detailed and comprehensive review due to be delivered to the October 2015 Change Board.

Recommendation

4. It is recommended that the Police and Crime Panel note the contents of the report.

Introduction

5. The Edison model was implemented by Leicestershire Police in February 2015, following extensive evidence based programme of work which focussed on improving performance, reducing inefficiency and the delivery of cashable savings. The one force model would reduce bureaucracy, remove unnecessary targets and place trust in our officers and staff to problem solve and make decisions based on use of the National Decision Model (NDM) and Threat, Harm, Risk, Investigation, Vulnerability and Engagement (THRIVE). Officers and staff would not only have to do things differently, but also think differently by taking a more balanced and proportionate approach to managing risk.

Blueprint 2020

6. Leicestershire Police is developing a blueprint that describes how its police services will look and feel by 2020. Blueprint 2020, a theme for the work, will deliver a vision for the service and plan out what needs to change over the next few years.

7. This work recognises the journey towards the new policing model and captures the key themes emerging from it, as it seeks to understand how police services can be delivered more effectively by a smaller, faster and smarter police service. It will consider the use of new technologies for improved intelligence and digital engagement with the public to achieve better identification of threat, harm and risk.
8. Keeping prevention at the heart of policing, Blueprint 2020 will also look closely at those parts of the organisation that were not part of the Edison model project and identify potential transformations. It comes at a time when the organisation is facing unprecedented financial challenges with reduced funding and millions of pounds worth of savings that need to be delivered. Although the work for Blueprint 2020 is accelerated by the austerity cuts, its main purpose is to design and deliver police services that are fit for a new era of policing.
9. Working together with colleagues, partners and the public, the Force Change Team will identify better use of resources, more intelligent- and technologically-led real time uses of data, understand new ways to access police services with options for the public to self-serve, plus look at options to build better partnerships which can deliver joined up services and combine resources. This includes the opportunity to be more effective and efficient through the delivery of a regional strategic alliance between Leicestershire Police and other East Midlands Police forces which is outlined in more detail after the model summary section of this document.

Financial Benefits

10. The core model proposed a reduction of 433 FTE from the combined Police Officer and Police Staff establishment in order to save 20.0m. The force re-invested some of this FTE into certain teams to provide additional resilience, resulting in a net reduction of 254 FTE. This translated into a net saving of 10.3 million pounds per annum.
11. The forecast rate to achieve this reduction in terms of naturally occurring opportunities to reduce overall FTE through officer attrition is by March 2017. At current progress the attrition rate is slightly faster than the forecast and the force is therefore on target to realise the full 10.3m worth of savings by March 2017.
12. The importance of realising the full financial benefits cannot be understated as the CSR announcement in November is likely to change the savings requirement for 2017. This currently stands at £5.8m (for 2016/17). This is in addition to the £10.3m savings already delivered from the new policing model. Identification of the additional savings is well advanced.
13. Financial data has been requested as part of the six month review process to try and ascertain if the reduction in available officers and staff when compared to the old model has led to an increase in the force overtime budget spend. While this is ahead of anticipated forecast within the IMU and the FIU this has been required to deal with the challenges resulting from the implementation of NICHE, and for the reasons outlined elsewhere in this report. However it is difficult to compare the new model with the previous one in order to make a meaningful comparison.

Temporary Additional Officer Pool

14. As the establishment shrinks down to the model FTE in March 2017, a temporary additional officer pool has been created (TAOP). These Officers are being deployed where demand is greater than expected, to assist with NICHE implementation issues and provide extra resilience to the force in key areas.

NICHE Performance Data

15. A report providing performance metrics in more detail will be available to read in conjunction with this report. There are two major extraneous factors which need to be taken into consideration when examining the results within this report. The first being the introduction of Niche on the 29th April 2015, and the second seasonal factors, both of which could be the causal or contributing factor in relation to any change and not necessarily the introduction of the new structure itself. The outcomes which have been considered as part of the six month review of Op Edison are:

- Levels of user satisfaction
- Recorded crime levels
- Crime outcome levels
- Recorded incident levels
- Antisocial Behaviour Incidents
- Call handling times
- Percentage of graded incidents
- Visibility
- Crime investigation length

NICHE

16. The Edison model was designed around the force crime and intelligence system called CIS which the force had used since 1997 which all officers and staff were familiar with and proficient in its use. CIS Work process cycle times were used to establish the officer numbers required within departments. In April 2015, 2 months after model go live the force implemented a new crime and intelligence system called NICHE. This brought significant challenges with it in terms of training abstractions, unfamiliarity with the new system processes and longer process cycle times. Work has been undertaken to minimise the impact of the introduction of NICHE on the new policing model.
17. There has been sufficient resilience within the model to cope with these challenges, with minor changes made within the IMU by the short term deployment of TAOP Officers to cope with the additional work. As user familiarity increases and cycle times become more mature and reduce, the benefits of the new system can begin to be realised. Development of the metrics continues in line with system refinements.

Threats and Risks from Model Deviation

18. It is recognised that no Policing model can remain unaltered. As external developments, risks and opportunities occur, and new and better ways of working are devised it is important that the model be able to adapt. However it is also important that there is sufficient control over the model to prevent deviation in one area that undermines the model by shifting demand

elsewhere, leading to increased inefficiency and in turn failure to realise the financial benefits.

19. Culture change takes time to embed and there is a natural tendency in times of exceptional demand to return to old ways of working. For this reason any proposed changes to the model are managed through the Change Board to ensure the focus of the single force model is not lost, and to allow changes to be considered and properly governed.
20. KPMG produced a final benefits report in March 2015 to test the health of the model post implementation. A number of issues were identified where work was required in order to keep things on track and realise the anticipated savings. An action plan with 35 actions for progression across all areas of the model was created and managed by the change team, working with the responsible managers to deliver the solutions without deviation from the model. At the time of this report there are 4 outstanding actions to be resolved relating to Managed Appointment Unit (MAU) processes and the Real Time Intelligence and Police National Computer (RTI/PNC) function.
21. To date there has been no significant deviation from the core model. There have been minor changes to the model within the IMU, mainly around culture change, on-going training needs and the implementation of the new crime and intelligence system NICHE. It is likely that further minor changes will be necessary across other areas of the model now that officers and staff are becoming more familiar with this new system, as work process cycle times currently take longer in NICHE compared to the former CIS system. Any changes will be balanced as NICHE cycle times mature over the next six months and the new system benefits begin to be realised.

Force Reaction

22. As described earlier, the new focus on reducing threat risk and harm and a single force approach of get it right first time requires a significant culture change from officers and staff members alike. Initial feedback from staff was positive in the first three months, particularly within the Neighbourhood Policing Area (NPA) teams which also reflected the feedback being received from their communities.
23. Six months in the culture change is not fully embedded in all areas of the model, particularly where unexpectedly high demand has occurred, where refinements to shift pattern to better match resource to demand may be required, where the NICHE system has increased work process cycle times, or where tasks occur that may be better realigned elsewhere within the model. Crucially the officers and staff continue to work to the model aims, with much evidence of support being offered across teams to cope with fluctuations in demand.
24. Overall, work flows better through the new model than before and the application of NDM and THRIVE to decision making has led to a successful reduction in the number of incidents recorded. This is evidence in itself of the culture change required. However, like the model culture change takes time to embed and settle down before the benefits can be fully realised. This continues to be an area of on-going development.
25. In order to assess how well embedded or otherwise a survey has been prepared to test officer and staff member perceptions of the model at the six month point. This survey also contains questions from a previous 'Your

Views' survey in 2013 to allow some comparison of the current position against previous benchmark data around organisational/culture change. At the time of writing this report that survey is yet to be released but it is anticipated that the data will be available to inform the full review document in October 2015.

26. An overview of the model is now provided, broken down into the various departmental elements and in the order of workflow.

Priority and Resource Commander

27. The Priority and Resource Commander (PRC) has added value in terms of model embedding and resolving issues around which department should take primacy where there is no clarity. Now the model is starting to mature this requirement has reduced accordingly providing some evidence of successful embedding. The role has also provided a Silver control capacity to the force reducing the need to utilise a Superintendent, particularly around firearms commanders. From the PRC perspective, all areas of the model are working well, with the flow of work progressing through the various departments smoothly.

Contact Management Department

28. There is evidence that culture change within Contact Management Department (CMD) to support the new model is starting to become embedded. CMD staff are applying National Decision Model (NDM) and THRIVE to grade and respond to contacts for service, leading to sound judgement around decisions relating to calls about non police matters, and are less risk averse in their grading and deployment decisions. This will take time to fully embed in order for call handlers to feel completely comfortable with using it, and reduce demand elsewhere in the model accordingly.
29. Anecdotal evidence is that a small proportion of grade 2 incidents could have been either graded as suitable for MAU appointment instead of transfer to PRT, and a small proportion of grade 3 and 4 calls could have been suitable for resolution at the point of call instead of diary appointment or non-attendant crime report. A dip sample of incidents is being conducted as part of the six month review that will determine whether there is still further work required in this regard to reduce demand elsewhere in the model.
30. Work has been undertaken within CMD to further support other areas of the model, in particular the patrol and Resolution Teams (PRT) and the Managed Appointment Unit (MAU). For example, recent changes to the four PRT talk groups to better spread the demand across the area and help to identify the nearest and best resource to attend an incident. There is also work on-going to refine the mapping system to make it easier for controllers to identify and assign resources, particularly when managing incident queues and busy airwaves. The way in which real time intelligence is provided to the force is also a work in progress.
31. A new shift pattern has recently been implemented within CMD to support model delivery as it matures and becomes business as usual. This has coincided with a small increase in call answering times within CMD for non-emergency calls, which has now halted. Analysis is being conducted to understand the increase and there are likely to be minor modifications made to the pattern going forwards in order to better match resources to demand.

Managed Appointment Unit

32. The Managed Appointment Unit (MAU) has been successful in removing some of the demand that would have previously fallen to PRT. Analysis shows that the MAU is dealing with appropriate grade 3 demand, and although the MAU has yet to consistently reach the aspirational model level of 132 appointments attended per day most diary spaces are filled. Lack of additional diary space sometimes leads to additional grade 3 demand remaining within the PRT.
33. A dip sampling of incidents is being conducted to identify if this is seasonal demand fluctuation or due to inconsistency with the application of NDM and THRIVE within CMD. Some appointments appear to have been booked and then the caller is not at home when the officer attends leading to wasted time.
34. Some issues have been identified with the station based diaries, in particular Mansfield House where the City Centre location is not a popular choice with service users due to traffic and car parking issues. This has had a knock on effect on travel time for officers reducing the amount of time available to service appointments. However station based diary usage has increased and MAU staff have been proactive in supporting the mobile diaries as demand dictates. Work is on-going to further improve efficiency in this area by refining the process.
35. There has been sufficient resilience available within the department on the occasions where MAU officers have been required to support force wide operations and the night time economy operation, and the trials around evidence collection for other departments.

Priority Resource Team

36. On the whole the Priority Resource Team (PRT) is performing their role well to attend grade 1 (emergency and urgent) and grade 2 (priority) incidents and service the demand. They have dealt with some significant incidents during the six month period, have been able to support other departments within the model when needed and have provided mutual aid support to other forces. They have also coped with additional grade 3 demand that has not been transferred to the MAU, although at times this has slightly increased the incident queues. The night time economy has been appropriately resourced over the past six months, with refinements to the intelligence packages that inform resourcing numbers contributing to reduced numbers of officers required when compared to the old model.
37. While grade 2 response times are within acceptable limits, overall grade 1 response times have slightly increased over the six month period although they are now improving. This may be in part due to additional grade 3 demand not dealt within the MAU, the significant training abstractions required due to NICHE system go live, and the summer annual leave period. There is evidence that some PRT officers are required to travel further distances than before to deal with incidents, exacerbated by issues with mapping systems accuracy to allow call handlers to identify the nearest and best resource which may also be impacting on the reduction.
38. Improvements have occurred since changes to the talk group configuration in July 2015, and work goes on around better talk group configuration and super grouping. Officers have continued to adopt the new crewing policy, and

although not all officers have adapted as easily to the borderless approach than others this is an area of on-going development.

39. Some PRT responsibilities may be suitable for outsourcing or modernisation, in particular scene preservation and constant observations of prisoners which will naturally lead to an increased capacity. This will improve further as refinements to command and control make it easier to identify and send the nearest and best resource. The culture change required from removing the old City and Counties boundaries is not yet fully embedded although this is changing, supported by strong leadership by the PRI and PRC roles. It is too early to determine whether the additional resilience provided in the model to PRT should be reduced or removed.

Investigation Management Unit

40. The Investigation Management Unit (IMU) has coped with some significant demand during the first six months, and is a critical part of the model, taking and assessing non attendant crime reports and reviewing reports taken elsewhere in the model. From here reports are either filed or sent onwards for investigation. Therefore the most significant challenges following the introduction of NICHE were felt here in terms of training abstractions, familiarity with the system and increased work process cycle time. In order to maintain service during this period a number of the TAOP officers have been deployed here, coupled with the appropriate use of overtime.
41. The IMU is currently removing more demand from the rest of the model than was originally envisaged, leading to capacity issues within departmental teams, particularly the enquiry officers. Work is on-going to identify if the number of tasks being completed by these officers before crime transfers to the FIU is appropriate. Culture change is beginning to embed, and officers working within the unit are beginning to receive training to become omni-competent in the range of works tasks required across the various elements of the unit. This is an on-going area of improvement.
42. In order to understand the impact of NICHE on work flow times and staffing numbers the Continuous Improvement Team has been working within the unit to identify inefficiencies with the new processes. This has in turn led to the identification of inefficiency in other areas in the model that interact with the IMU. An action plan has been produced as a result of this work that includes a training plan for officers and potential changes to the shift pattern to better match resources to the demand. Improvements have already been made with more live calls being taken within the unit and increasing process efficiency through reducing the self-generated demand of servicing a call back queue.

Force Investigation Unit

43. Overall the Force Investigation Unit (FIU) is working well. Like the IMU the implementation of NICHE has impacted upon the department in terms of training abstractions, officer familiarity with the system and increased process cycle times. Culture change as with other parts of the model is beginning to embed but this is work in progress.
44. Whilst demand can fluctuate dealing with prisoners, there are no recorded examples of where demand has outstripped capacity. Better than half of all crimes investigated within the unit receive a positive outcome. Investigator crime queues have also fluctuated over the time period since NICHE implementation, and analysis is being conducted to ascertain whether

outstanding system tasks on filed crime lead to them being captured as open during system searches. This may also be due in part to investigators balancing taking on new prisoners with the need to complete outstanding enquiries.

45. The spread of demand across the three hubs (Beaumont Leys, Keyham Lane and Euston Street) is not as even as anticipated and this may lead to some staff movement between the hub locations. Changes to the shift pattern may be required to better match resources to demand to further improve performance, particularly around prisoners received on late shifts near to cease duty which inevitably leads to investigators working overtime in order to process them expeditiously.

Force Intelligence Bureau

46. The Force Intelligence Bureau (FIB) has embedded well and is linking in with all areas of the model to provide a better focus on threat risk and harm for the force across the thematic areas. The tasking process through which products are supplied to departments is being refined, as is the triage process in order to pick up lower level crime trends.
47. Refinements to internal processes have identified the capacity for a complete review of the tasking process and for the delivery of 24/7 tasking and briefing. The model changes have also led to better regional links. Work is on-going for officers and staff to become proficient in the use of NICHE in order to make full use of system capabilities.

Dedicated Neighbourhood Teams (DNT)

48. Model changes have allowed neighbourhood officers to focus on a smaller number of core activities including getting upstream of crime to reduce demand through problem solving, community engagement and patrol. Time spent on patrol and visibility within the community has substantially increased over the past six months, with evidence of the increased use of community engagement and problem solving plans focussing on area priorities. KINECT data shows that consultation and engagement is well received within communities and positively rated.
49. DNT officers and staff have had the capacity to assist other departments deal with exceptional demand without detracting from their core focus. There are also examples where the PRC has been able to use NPT resources to great effect across the force area without detriment to their core role of supporting NPA priorities and problem solving.
50. Officers and staff have adapted well to the model and the culture change required is embedding well, albeit a less significant change was required than in other departments. Overall Satisfaction rates have been slowly declining since 2013 and the new model does not appear to have speeded up or halted this decline, although there is evidence of increased public satisfaction with local officers being more visible and more accessible through positive comments recorded across various social media platforms including Facebook, Twitter and Rate My Police.
51. It is difficult to accurately measure DNT performance by more traditional measure in terms of being effective in reducing demand, for example reduced ASB, and an activity analysis survey is currently gathering information from officers and staff to ascertain if their time is spent predominantly on tasks

dealing with their core activities. At the time of writing this report the survey is on-going and analysis of the results will be added to the October review report.

Partner Feedback

52. Consultation with Partners is taking place as part of the formal review process. For the purpose of this report, the perceptions of senior officers have been gathered in relation to their interactions with the chief executives and senior managers of partner agencies. On the whole this suggests that the model continues to be viewed in a positive light by partners, particularly in Leicestershire and Rutland. Work is on-going within the City to refine the communication and information flow between Police and senior executives within the City Council.

Current Risks

53. The main risks to the model can be seen as resilience, capacity and culture change or approach. A table top business continuity exercise was conducted post implementation to test the model, which identified there was sufficient capacity and resilience to deal with a wide range of exceptional and unexpected demands.
54. In reality the model has proved itself many times in the face of some exceptional demand and risen to the challenge, for example Op Invincible. A recent HMIC insight visit had presented in detail this recent operation involving the identification of links to increased anti-social behaviour, criminal activity from minor to life threatening offences through effective use of intelligence management and threat assessment.
55. From community information, local and sourced intelligence an existing Organised Crime Group (OCG) appeared in conflict with a second group of suspects over drug supply. Escalation in violence was steep and a force and regional response was quick to identify previously unmapped OCG.
56. This was immediately triggered through the OCG process at the Regional Intelligence Unit (RIU). The assessed threat was significant with local, regional and national resources being deployed to disrupt and dismantle the Serious Organised Crime that the OCGs were responsible for.
57. The outcomes were extremely effective and resulted in arrests plus the recovery of firearms, drugs and substantial amounts of money and assets reducing the ability of both OCGs to operate.
58. As important was the harvesting of the intelligence from these investigations and intelligence to target further organised crime in Leicester, Leicestershire and Rutland.
59. However with risk there also exists an opportunity to do things better and the model has absorbed the challenges of introducing a completely new crime and intelligence system at a time when the model was not fully embedded and emerged without need for major deviation. Going forward the benefits of NICHE will allow further enhancements and improvements.
60. Overall, the culture change required to deliver a new way of working has happened and will continue to embed as the model matures, supported by

strong leadership. This is important to identify opportunities to further reduce demand.

61. The new model interacts with local and regional departments that have not been included within the changes, for example regional Learning and Development East Midlands Collaborative Human Resource Services (EMCHRS) and East Midlands Operational Support Service (EmOpSS). It is important that lines of communication are strengthened across these departments and the model to ensure that decisions are not taken in isolation which might result in confusion, duplication and extra work.
62. The model is intended to reduce demand by focussing on where threat harm and risk lies, and streamlines work processes by early identification of crimes where there is insufficient evidence to proceed further. This may reduce demand but it also reduces the basket of crimes which progress to the FIU in which a positive outcome is likely. Over time this may affect the outcome rates and service user satisfaction with the police.

Summary

63. Overall the model is embedding well and has the resilience to cope with exceptional events and demand. Work flows smoothly through the model and all departments are working hard to deliver the one force approach to reducing threat risk and harm to the communities we serve. The culture change required is still work in progress, but at this early stage the evidence is encouraging. The model was able to continue to perform when the system it was built around was replaced by a completely new crime and intelligence system, and the very significant challenges this presented.
64. There has been very little deviation from the core model and there is sufficient governance in place to ensure that any changes proposed are fully thought through. There will likely be further refinements to processes as things embed further and this will lead to improved efficiency. The cashable savings of 10.3m are on schedule to be delivered ahead of time.
65. The Police and Crime Commissioner can be assured that Leicestershire Police continues to deliver a quality service to the people of Leicester, Leicestershire and Rutland and is doing this with a reduced number of officers and staff, and at a much reduced cost.

Strategic Alliance

66. Leicestershire Police have begun the process of exploring a strategic alliance with Northamptonshire and Nottinghamshire Police. The primary driver of this work is to ensure provision of the best possible service to the public within reducing budgets whilst maximising operational efficiency. This will be achieved by:
 - Seeking to minimise the impact of reducing budgets on frontline resource whilst maintaining public confidence through a retained local identity.
 - Maximising the opportunity to retain capacity and capability through the integration of operational resources to police across force boundaries.
 - Enabling increased surge capacity to deal with unexpected demand within standardised functions and processes.
 - To capitalise on a wider pool of expertise, reduce duplication and actively pursue savings through economies of scale, innovation, cost sharing and pooling of resources.

- To enable greater operational flexibility through an aligned and harmonised approach to support services.

67. Chief Officers and Police and Crime Commissioners are meeting regularly as part of this exploration process and each force will retain its local identity and leadership via existing Chief Officer structure. The Change teams across the three forces are in the early stages of meeting to assess the current position and identify efficiencies through better integration and alignment of the various programs of work.

Implications

Financial :	No new financial implications.
Legal :	None.
Equality Impact Assessment :	Discussed within report.
Risks and Impact :	This report reviews 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 :	Link to activity included within this report.
Communications :	None.

List of Appendices

None.

Background Papers

None.

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POLICE & CRIME COMMISSIONER FOR LEICESTERSHIRE POLICE AND CRIME PANEL

PAPER MARKED

Report of	POLICE AND CRIME COMMISSIONER
Date	THURSDAY 16th SEPTEMBER 2015
Subject	QUARTER 1 2015/16 – PERFORMANCE REPORT
Author	MR MIKE SWANWICK – PERFORMANCE AND EVALUATION COORDINATOR, OPCC

Purpose of Report

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').

Recommendation

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

Background

3. 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.
4. In line with the partnership approach for the Plan, 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.
5. In the last report the PCC reported that the performance management capability was being developed so that social return on investment (SROI) analysis is completed and reported on from within the OPCC. A Performance and Evaluation Co-ordinator has been recruited, formal SROI Training has been completed and there is a schedule of work to gain accreditation and incorporate this into the analysis of performance and commissioning and the performance report moving forwards.

Executive Summary

6. The PCC attends or is represented on a range of strategic and operational groups through the Force's governance structures, which enables the provision of support and challenge to the Force, in line with the strategic objectives of the Police and Crime Plan and operational delivery of an efficient and effective police service. The PCC holds regular 1:1s with the Chief Constable, and the PCC and OPCC work closely with the

Chief Officer Team and senior managers across the Force. The information below provides an overview of the work being undertaken by the PCC, OPCC and the Force in line with making sure the Force is performing effectively, efficiently, providing value for money and delivering in line with the Police and Crime Plan.

7. The current context surrounding Force performance includes population and vehicle growth over the past few years, together with major factors of the economic climate, fast paced change and cross force collaboration and delivery of key services, alongside the implementation of NICHE (the new regional Crime, Custody, Intelligence and Case Management System) and the Edison restructure.
8. Whilst there may not be significant reductions across some of the crime types, recorded crime is continuing to fall with a general downward trend, and when figures are obtained for re-offending and diverting young people from offending the current indications are that these will be positive. There has also been substantial progress against priority 16 – Improving services for those with Mental Health needs, and reductions in the number of repeat missing person reports. Performance in line with reducing anti-social behaviour is positive, although satisfaction levels have declined in line with satisfaction levels in general, as highlighted below.
9. An overall assessment of performance against Police and Crime Plan (PCP) objectives has been undertaken and as a result of this it can be seen that for Q1 some performance indicators detailed in the plan show a number of areas where Indicators and metrics have been defined although not all information is available for Q1. The PCC and OPCC are working hard to make sure that there is demonstrable evidence for all strategic priorities within the Police and Crime Plan. These are highlighted in the paragraphs below.
10. A snapshot of the indicators available in the dashboard for performance to Q1 2015/16 (Apr-Jun 2015) shows that positive change has been made against 9 of the 40 indicators (22.5%), with no change shown in 25 of the 40 indicators (62.5%) and a negative change in 6 of the 40 indicators (15%).
11. Of the 25 indicators where no change is evidenced, 15 are due to there currently being no metrics or measures available. The majority relate to Victim Focussed Outcomes. The remainder are due to assessments/ projections of performance showing limited change within the performance period.
12. In relation to addressing victim focussed outcomes, the Force's audit team have included a victim focus in a number of their scheduled audits, which have returned positive results but must be "caveated" with the understanding that for this particular exercise, no direct consultation with victims has been undertaken.
13. This is a positive development and the next steps are to present a range of options for progressing work on victim focussed outcomes for agreement through the OPCC and this will be linked to the new Victim First service arrangements where appropriate.
14. There is currently a temporary issue with obtaining re-offending data. See paragraphs 26-29 for further detail.
15. Data from Public Health England is only available for internal use and cannot be published publically until Public Health England has released the information nationally through the Office for National Statistics (ONS). Data has been supplied through contract monitoring performance returns although the instruction from Public Health England is that the data is not for publishing prior to release by the ONS and no

indication of performance may be given in a public forum. Published data on the Public Health outcomes framework is being assessed by the OPCC to see if this data, which can be shared publically, can be used to determine progress.

16. For indicators in which an assessment of the awareness of services available needs to be determined the OPCC have met with community safety partners and the Force Hate Crime lead to progress this work. No assessment has been made, although there are opportunities to develop an evidence base for these indicators through the introduction of Victim First and the Sexual and Domestic Violence Information and Support service.
17. The development of a performance framework for Strategic priority 15 is detailed in paragraphs 71-73. The OPCC has met with the chair of the countywide safeguarding group and the CSE co-ordinator to discuss this work. There has been a Q1 2015/16 update provided through the CSE Trafficking and Missing Sub-Group, which highlights a reduction in referrals throughout the county, which is attributed to a new consultation service provided by the CSE team ensuring relevant criteria are met.
18. Although overall satisfaction is still at a high level, those indicators which are highlighting a decline in performance below the baselines set are mainly to do with satisfaction through the Police User Satisfaction Survey, which is declining across all reported areas and this is being reviewed as a discrete piece of work. There is one area, Theft of Motor Vehicles, where currently recorded crime levels are projected to show an increase.
19. This is in contrast to both the confidence measure from the Community Based Survey which is showing significant increases and also in relation to recorded crime figures, which in some areas are showing reductions, and overall are showing no substantial change from baselines.
20. The response to this is progressed through the Safe and Confident Communities Board, led by the Assistant Chief Constable, which is working through a plan of action to improve satisfaction levels. Analysis has been carried out by the force, with a number of key themes identified to address through the board to drive improvement. The PCC is represented on this board, where action taken against the plan is assessed, and support and challenge can be provided to the Force from the OPCC both here and at the Performance Delivery Group (PDG).
21. These issues are being considered alongside the current position around Information Management and Security, which is being led by the Force Information Manager, responding to reports by the Information Commissioner's Office (ICO) and Her Majesty's Inspectorate of Constabulary (HMIC). There are a number of key projects being set up by the Force in response to the above. The OPCC has met with the Force Information Manager and also the Force Risk and Business Continuity Advisor to discuss specifically the risks posed around Information Management and to keep track of progress in line with the recommendation from the Information Commissioner's Office and the HMIC reports (below).
22. Following the HMIC reports on Child Sexual Exploitation (CSE) - "In Harm's Way" and "Online and On the Edge" – which focus on online aspects of CSE, the Performance and Evaluation Co-ordinator on behalf of the PCC has posed a number of questions to the Force in relation to the reports and their response will be discussed at the September Strategic Assurance Board where the PCC holds the Force to account.

Quarter 1 2015/16 Performance Dashboard

23. Please refer to Appendix A – Performance Dashboard

Performance Updates

Strategic Priority 1 – Preventing and diverting young people from offending

24. First time entrants (FTE) (10-17 years old) to the Criminal Justice System data for Q1 2015/16 has been received from Leicestershire County Council covering Leicestershire and Rutland. Data for Q1 2015/16 shows 36 First Time Entrants into the CJS for Q1, which is a slight increase when compared to Q4 2014/15 although a substantial decrease compared to the same quarter in the previous year, and is a much lower number than seen in the baseline year 2012/13 (118).
25. This indicates a continuing trend of reduction and positive performance. Data received for the same time period for Leicester City shows 34 First Time Entrants, a decrease of 12 from the previous quarter and a decrease of 6 from the same quarter in the previous year. The rolling 12 month figure (for LLR combined) shows an overall 51% decrease (326 FTE) from the baseline period 2012/13. It should be noted that national and regional rates provided do show similar rates of decrease.

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

26. Re-offending metrics for this indicator are unavailable for Q1 due to the implementation of the NICHE system (a new Regional Intelligence, Crime and Case Management System which has recently been rolled out in Leicestershire, and is used by a large number of other forces nationally). Work is currently underway by the force and the Regional NICHE team where appropriate to address this.
27. Leicestershire Police are giving high priority to any development issues highlighted through the implementation of NICHE. Issues are being addressed through a Gold Group chaired by the Deputy Chief Constable which is meeting frequently to drive remedial action to enable business as usual to return promptly. The PCC is represented on this group and will be able to provide support and challenge here in relation to progress in resolving issues presented by NICHE and Project Edison.
28. There is a meeting scheduled for the 11th September to discuss specifically the provision of re-offending information to monitor progress against strategic priority 2. This should provide clarity around the model for performance monitoring (cohort based) and the cohorts measured (Integrated Offender Management (IOM) offenders / all offenders).
29. The Performance and Evaluation Coordinator has highlighted the importance of resolving this reporting issue with the force and this focus will continue - the Panel will be updated in the Q2 Performance Report.

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

- 30. Data from the National Drug Treatment Monitoring System is not yet available. Please see paragraph 15 for further detail.
- 31. Re-offending rates are not available as per paragraph 14

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

- 32. The first assessment for this year is due to be provided in October 2015.
- 33. The OPCC has been provided by all partners with an agreed suite of performance indicators for contract monitoring arrangements which should enable a further developed evaluation of performance, with returns required in October and May. It is recognised that partners are at different stages within the Supported Families programmes. The information provided through these returns will be used by the OPCC to provide a report on progress under these indicators to the Police and Crime Panel in December 2015.

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

- 34. In direct contrast to a consistent increase in domestic related violence with injury offences over the last two years, from April 2015 there has been a steep fall in reports at this time which is being explored further by the force.
- 35. The same trend is not evident in domestic violence without injury offences and it is therefore unclear at this stage what the cause of this reduction is. This area is discussed in detail at monthly Performance Delivery Group (PDG) meetings (at which either the PCC or the Performance and Evaluation Co-ordinator are present and contribute fully to the scrutiny, challenge and discussion) with the strategic lead giving in depth updates of the progress of ongoing work in this area to better understand the issues, and address them alongside other partner agencies.
- 36. The Force have provided assurance through the Performance Delivery Group, and regular 1:1s between the OPCC and Head of Corporate Services and Threat Assessment Unit Manager on the implementation of NICHE as advised previously and have also provided some reassurance around the validity of recorded crime levels resulting from the change in system and also changes in Home Office Counting Rules (HOCR).
- 37. Reports of Domestic Related Violence Without Injury offences are within expected levels and although there have been periods of increased reporting these have generally been followed by a reduction in monthly reports. This is being explored further as detailed in paragraph 27.
- 38. It is acknowledged that domestic abuse is an area of perceived under reporting, and so the Police and partners are working together to try to encourage more victims of this type of crime to feel confident to report.

39. A new, co-commissioned Leicester, Leicestershire, and Rutland (LLR) Sexual and Domestic Violence Information and Support service has been procured and the service will be starting on the 1st of December 2015. This will replace the existing arrangements and is intended to improve outcomes, value for money and ensure parity of service across LLR. This will also assist with comprehensive monitoring of service usage and contribute to an evidence base for recognising improvements in awareness of services offered across LLR. The OPCC has fully engaged with partners and has contributed financially towards the commissioning of this service which is aligned to the new Victim First arrangements.
40. In the previous report to the Panel there was reference to Project 360, where Leicestershire Police and partners are working together to support victims and households who have experienced three police-reported domestic incidents in a year. An interim evaluation has been produced which will be published in due course, and based on these results, the OPCC and Police are looking to extend the project as a result of the evaluation.
41. 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. The most recent survey results indicate a satisfaction level of 86.3%. There is no comparison currently available as the victims of all domestic offences are now surveyed, which is a change from the previous survey, where only victims of domestic violence were surveyed. The Force's surveying of Domestic Abuse victims is regarded as national best practice and is currently being examined as a way forward for the whole country.

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

42. The level of recorded Rape offences has remained at a high level in the first quarter, continuing the clear trend of the last three years. Only a third of offences are reported within a week of the offence, which demonstrates a high level of historic reporting.
43. The Force is currently working with partners to look at timeliness of reporting and to see if there is anything more that can be done to help support victims to report offences sooner.
44. The level of historical reporting has increased since the Operation Yewtree investigation into historic sexual offences hit the national media, and it is thought that this has influenced more victims of historic sexual abuse to come forward.
45. It is possible that victims also feel more confident that the Police will deal with their report effectively which is leading to an increase in reports.
46. Leicestershire Police continues to be one of the few Forces to carry out victim satisfaction surveys for victims of rape. The Force has updated the PCC with the results of the most recent surveys with the following statement: "The survey is used for qualitative data only and the sample size is too small to give a statistically reliable result. However, a high level of satisfaction is seen amongst the sample".
47. Paragraph 37 is also relevant to this strategic priority.

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

48. The levels of recorded hate crime offences remain similar for quarter one 2015/16 to those reported in quarter four of 2014/15. Although there was an increase last year to the peak seen in July 2014 the period since has seen a general reducing trend in the levels of reports.
49. Satisfaction levels regarding racist incidents and hate crime have remained stable for the past 12 months, closely fluctuating around the mean expected level.
50. The Safer and Confident Communities Board ensures consistent engagement with diverse groups in Leicester, Leicestershire and Rutland.

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

51. The level of recorded ASB incidents show a general seasonal pattern of lower levels over the autumn and winter months with an increase in incidents building over the spring and summer period.
52. Reported incidents reached a significantly low point during quarter four 2014/15, and this has been followed by the anticipated seasonal increase over the first quarter of 2015/16. Levels are currently well below the mean expected level and rising at a slower rate than seen in previous years. The weather can have an impact on the levels of reports and any period of prolonged cold or wet weather during the spring and summer months will reduce the volumes of reports.
53. The continued use of the repeat caller database has enabled neighbourhood teams to effectively problem solve persistent issues, such as ASB.
54. The satisfaction level of people affected by ASB showed some signs of recovery during 2014/15 from the low levels seen during the previous year. Satisfaction levels fluctuated closely around the mean expected levels for most of the year but in Q1 are now lower. At this point however, despite the reducing trend, it should be noted that satisfaction levels remain in excess of 75%.

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

55. All User satisfaction constitutes satisfaction levels from a sample of burglary, vehicle and violent crime victims.
56. The overall satisfaction level has fallen consistently during 2014, although the last five months (January to June 2015) have remained stable at 81%.
57. The full impact of the Edison changes to the Force model will not be evident in satisfaction levels for a number of months. This is due to the lag in surveying crime, and also due to it being reported on a rolling twelve month basis. It would appear from the levels reported during quarter one that there is no significant adverse impact from the introduction of the new structure and policing model as recent months' figures include within the rolling twelve months those victims who have reported crime since these changes were made.

58. A strategic lead officer has been assigned to this area, and a comprehensive delivery plan around confidence and satisfaction has been established. The implementation of this plan, and the resulting performance, is discussed in detail at both PDG and SCCB meetings and reported in future SAB reports.

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

59. Refer to paragraph 20.

Strategic Priority 11 - To reduce all crime

60. Quarter one reports are all below the mean expected level, which has generally been the case for the past eighteen months. There are significantly low levels of Robbery and Theft From Person offences, and shoplifting offences which did show signs of an increasing trend to significantly high levels during 2013 have also fallen back to generally fluctuate below or around the mean expected level.

61. The longer-term trend in overall crime is stable and monthly levels of offences are also stable with a short-term reduction evident over the last twelve months.

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

62. The trend of domestic burglary recorded by the Force in 2014/15 closely resembles the pattern witnessed in the previous year, although at generally lower levels. Quarter one recorded levels are below the mean expected levels, and there is no indication at this stage of any significant shift. It is likely that the seasonal increase seen in previous years may see levels begin to rise over the coming months, but at this point there are no areas of concern with regards to this category of crime

63. Satisfaction levels for burglary have started to improve from the low point witnessed in the winter period. The last five months have seen an improving trend, rising to 88%. It should be noted that the low point in January 2015 still recorded a satisfaction of 86%.

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

64. Violence against the person with injury includes offences such as actual bodily harm, and grievous bodily harm. There has been a continued reduction in this type of offence. A repeat internal audit has been commissioned by the Performance Delivery Group (PDG) to reassure the Force that correct recording procedures of violent crime are still being followed. The OPCC works together with the Force to agree a targeted schedule of audit, including audits through the Force's internal team, internal audit, and external audit and inspection. The results of the audits go through the Force's Get it Right First Time group, the Strategic Organisational Risk Board (SORB) and the Joint Audit Risk and Assurance Panel (JARAP)

65. Monthly offences have fallen sharply over 2015 and are now at a significantly low level during the latest two months.

66. The satisfaction level of victims of violence fell during 2014, although recent months have seen a reversal of this, with levels rising towards the mean expected level.

67. The satisfaction improvement delivery plan will consider this area of victim satisfaction and strive to bring about further improvements from the present 78% satisfaction level.

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

68. The levels of both theft from a motor vehicle and theft of a motor vehicle were at significantly high levels during quarter one.
69. Satisfaction levels continue to reduce. The satisfaction improvement delivery plan should see this reducing trend halted over time, and there are very early signs of the reduction slowing. The Force continually utilises the survey of victims to identify areas of potential improvement to the service it provides.
70. It is important to consider the length of time that any changes implemented to address the fall in satisfaction may take before they are reflected in the rolling 12 months satisfaction levels, and that any changes made must be given time to have an effect before any further changes are made.

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

71. 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.
72. A CSE Co-ordinator has recently been appointed and is in the process of developing a performance framework for reporting on this indicator.
73. The OPCC has contributed funding to LLR Adult and Children Safeguarding Boards and have provided specific funding for an LLR wide CSE post.

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

74. Priority 16 of the Police and Crime Plan continues to progress well against the measures. A 3 year sustained programme of jointly commissioned, delivered and attended Mental Health First Aid Training will commence before the end of this year. This will be supplemented by a specific mental health training pilot on personality disorders commencing winter 2015/spring 2016. The Knowledge and Understanding Framework personality disorder training model has been adopted to tackle stigma and build understanding of personality disorder. This will be pursued in the similar fashion to the Mental Health First Aid pilot with a mixture of professionals across the partnership training together.
75. Joint mental health policies and procedures are being reviewed as part of an ongoing review process. Currently an overarching joint policy on mental health is awaiting final signatories with procedures on S.135 (1&2) and S.136 MHA expected to be fully agreed before the end of this year. The police response to inpatient settings and well as missing patients is likely to feature as part of imminent reviews of policy and procedure.

76. The conveyance of mental health patients continues to raise challenges however we have now ensured that East Midland Ambulance Service are working to address the problem in partnership with both regional and local health commissioners. The OPCC continues to work in partnership to support EMAS in resolving this issue.
77. The Chief Constable is the national lead on behalf of the NPCC in working with the Ambulance Service. It is important to state that the Mental Health Crisis Care Concordat states that people will be transported by the Ambulance Service.

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

78. The number of missing person reports from the prime locations of children's homes and medical facilities have reduced over time.
79. Quarter one saw 22 individuals reported missing a total of 72 occasions, with 59 (82%) being repeat reports for the individual. The overall proportion of repeat reports has fallen over time, and the actual numbers of reports have remained stable for four consecutive periods.

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

80. The paper on the Medium Term Financial Plan tabled elsewhere on the agenda reports that in respect of the £27.8m required, £23.8m savings have already been identified or achieved and plans are well progressed for the remaining £4m to be realised.

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

Background Papers

None.

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Police & Crime Plan Dashboard

Period ended June 2015

Strategic Priorities

1 Preventing and diverting young people from offending

	Baseline 2012/13	Latest 12 months	% Var.
Reduction in the number of 10-17 year olds entering the criminal justice system for the first time and receiving community resolutions, youth cautions and youth conditional cautions	667	326	-51%

SP1 Comments:
Data from Leicester City and Leicestershire and Rutland to Q1 2015/16

2 Reducing reoffending amongst young people and adults

	Baseline 2012/13	Latest 12 months	% Var.
Reduction in offending by 18-24 year olds 1	407	133	-67%
Reduction in re-offending by 18-24 year olds 2	372	133	-64%

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 2014/15.
2 Presented to Reducing Re-offending Board
Work continues to develop this measure.

3 Reducing alcohol and drug related offending and reoffending

	YTD	LYTD	% 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 2	332	673	-51%
Reduction in the number of incidents recorded in or near licensed premises during the night-time economy hours of 7pm to 7am 3	4975	-	NA

SP3 Comments:
1 Treatment and CJ data not currently available from national external sources.
2 Based on Cohort of 200 persons originally testing positive during 2013/14.
3 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	86.3%
Awareness of services available	NA	NA

* Satisfaction is now measured against all Domestic Offences therefore comparisons with previous data should not be made

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

* Survey used for qualitative data only and sample size too small to give statistically reliable result. However, a high level of satisfaction is seen amongst the sample.

7 To improve outcomes for victims of Hate crimes

	Baseline 2012/13	Latest 12 months	Projection 2016/17
A victim focused crime outcome	NA	NA	
Satisfaction with service	84.2%	83.5%	
Awareness of services available		NA	

8 To improve outcomes for victims of ASB

	Baseline 2012/13	Latest 12 months
Satisfaction with service	82.9%	76.0%

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

	Baseline 2012/13	Latest 12 months	Projection 2016/17
Satisfaction with service	84.5%	81.5%	

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

	Baseline 2012/13	Latest 12 months	Projection 2016/17
Confidence that Police are doing a good job.	75.3%	85.5%	(CBS data)

11 To reduce all crime

	Baseline 2012/13	Latest 12 months	Projection 2016/17
Number of offences	58805	58318	
SPC variance			

12 To reduce Domestic Burglary

	Baseline 2012/13	Latest 12 months	Projection 2016/17
Number of offences	3935	4013	
SPC variance			
A victim focused crime outcome	NA		
Satisfaction with service	89.7%	88.6%	

13 To reduce Violence Against the Person - with Injury

	Baseline 2012/13	Latest 12 months	Projection 2016/17
Number of offences	4365	4609	
SPC variance			
A victim focused crime outcome	NA		
Satisfaction with service	78.1%	78.1%	(all violent crime)

14A To reduce Theft from Motor Vehicles

	Baseline 2012/13	Latest 12 months	Projection 2016/17
Number of offences	5236	6092	
SPC variance			
A victim focused crime outcome	NA		
Satisfaction with service	85.9%	77.8%	(all vehicle crime)

14B To reduce Theft of Motor Vehicles

	Baseline 2012/13	Latest 12 months	Projection 2016/17
Number of offences	1051	1376	
SPC variance			
A victim focused crime outcome	NA		
Satisfaction with service	75.5%	77.8%	(all vehicle crime)

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

Information provided for Q1 2015/16 highlights a decrease in CSE referrals from the county. It is reported that this decrease is likely to be owing to the consultation service now provided by the CSE team to a multi-agency audience who previously may have referred those not meeting the criteria for a CSE referral.

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

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

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

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

A written update will be provided to SPB Executive Group.

17 To reduce the number of repeat missing person reports

	Baseline 2012/13	Latest 12 months	% Var.
Reduction in no. of missing reports (STORM)	5929	4305	-27%
Reduction in no. of missing reports (COMPACT)	5417	2384	-56%
Reduction in reports received from the nine key locations	1162	267	-77%
Reduction in no. of "Absent" reports (STORM)		248	

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 for recording incidents was introduced in April 2013 and hence there is no baseline for the reduction of incidents recorded as "Absent". The absent category was not added to COMPACT until September 2014 so reported figures are taken from STORM.

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

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

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

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

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

PAPER MARKED

Report of	OFFICE OF THE POLICE AND CRIME COMMISSIONER
Subject	MEDIUM TERM FINANCIAL STRATEGY UPDATE
Date	THURSDAY 16 TH SEPTEMBER 2015
Author :	CHIEF FINANCE OFFICER

Purpose of Report

1. This report is to update the Police and Crime Panel (“the Panel”) on the Medium Term Financial Strategy (MTFS) including progress towards identifying the savings required for 2016/17 and approaches towards savings to 2020/21.
2. This report updates the Panel about potential risks and uncertainties associated with the MTFS, which include the Comprehensive Spending Review and the recently issued consultation on the Police Funding Formula.

Recommendation

3. The Panel is recommended to note the report.

Background

4. The report presented to the June and July 2015 Police and Crime Panel meetings (referenced below in the ‘background papers’ section) outlined the financial challenge set by the Police and Crime Commissioner (“the PCC”) in his Police and Crime Plan for the period 2013 to 2017, the Force’s response to the challenge and the new challenge which will face the next PCC.
5. In July, the Panel were advised of the following:
 - The initial financial challenge set of over £20m during the period of the Police and Crime Plan. When savings which had already been reduced from the base budget in 2013/14 of over £6m are taken into account, this increases the total savings required over the period to £27.8m.
 - Based on the assumptions in July, of the savings required to 2016/17, £23.8m had already been identified or implemented, and only £4m remained to be identified.

- When the 2015/16 precept was set, the PCC set the Force a challenge to identify, by 30th June 2015, at least £2.5m in revenue savings to be realised for 2016/17 and this was tabled on the agenda of the 28th July 2015 Strategic Assurance Board.
6. At the Strategic Assurance Board, the Force responded to the PCC with proposals for savings of up to £4.8m that have been identified from 2016/17 onwards (in excess of the £2.5m challenge).
 7. These proposals were queried and challenged where appropriate by the PCC and he has supported further work to take place and refine these proposals through the Change Board, with regular reports to the Strategic Assurance Board on their progress for implementation in the 2016/17 Budget.
 8. The Force proposals are designed to maximise opportunities from non-salary budgets and minimise impact on the frontline, including leaner management, back office efficiencies and support staff and officer attrition, with further work to continue to support this in line with the areas identified by the PCC in January 2015.
 9. Additionally, the Force is undertaking Output Based Budgeting (a radical process which identifies how things are currently done and proposes how things can be done differently and more efficiently), which is anticipated to drive out further waste and identify opportunities.
 10. Given this significant progress on identifying the remaining savings by the force, if the CSR reductions for 2016/17 are in line with the forecast, it is anticipated that the challenge of realising over £27.8m in savings by the end of the Police and Crime Plan in 2016/17 will be met.
 11. However, should the CSR and the Funding Formula Review bring higher reductions than those forecast in the MTFs for 2016/17, this will increase the challenge (and the Panel will be updated at the December meeting), then this would be significantly more difficult to achieve.

Future Challenges

12. As the landscape is continually changing, the MTFs is updated at key stages throughout the year. Changes have been made to the MTFs reported to the Panel in July 2015, to incorporate implications from the Chancellor's Statement and in respect of anticipated grant reductions from the Home Office. There are two key areas which are awaited and will have a significant impact on the MTFs:

Comprehensive Spending Review (CSR) 2015

- HM Treasury has introduced the CSR 2015 that will cover the period up to and including 2019/20 (i.e. 4 years). Within it, the tone has been set concerning an ongoing austerity agenda and the aim to "eliminate the deficit by 2019/20". Government departments (including the Home Office) have been asked to model both 25% and 40% savings in real terms (i.e. after adjustment for inflation). How these potential savings may affect the police service will become clearer when the Chancellor delivers the CSR on 25th November 2015.

- The Police and Crime Commissioners Treasurers Society (PACCTS) is coordinating this work with the PCCs and the Home Office and at this point in time, they are now suggesting that PCCs assume a 5% grant reduction (this will continue to be refined nearer the time of the Budget allocations). This has been reflected in the revised MTFS.

Funding Formula Consultation

- In July 2015 the Home Office issued a consultation document regarding proposals to reform the police funding arrangements (commonly known as the “funding formula”) in England and Wales. The consultation runs for 8 weeks and is due to end on 15th September 2015.
- As the Panel are aware, the current formula was never fully implemented, is almost ten years old and these challenges are recognised at local, regional and national levels.
- Key features of the consultation are as follows:
 - Proposals for a new, simplified allocation model based on five variables:
 - i. Population
 - ii. Band D Equivalent properties
 - iii. Households with no adults employed and dependent children
 - iv. Hard pressed population
 - v. Bars per hectare
 - A fundamental review of the existing formula model.
 - Proposals based on overarching principles (detailed allocations are not provided and whilst some work has been undertaken by PACCTS, there is insufficient detail to be able to reliably estimate or calculate the financial impact that the proposed new funding model would have on police grant allocation to Leicestershire).
 - Consideration of how legacy Council Tax Freeze Grants are managed.
 - Consideration of London allocations.
 - Consideration of a range of transitional arrangements (recognising the Government’s ambition to implement in 2016/17).
 - The Innovation Funding and Counter Terrorism Grants are out of scope for the consultation and top slicing for these will continue in 2016/17.
 - Representatives from the OPCC have attended a number of meetings to review the proposals from a national perspective which will be coordinated by PACCTS and Leicestershire are preparing responses both from an East Midlands region perspective but also a response that is specific to Leicestershire’s needs and views on the proposals.

- At the end of the consultation period it is hoped that the Home Office will share details of the exemplifications for the proposed new funding model, allowing the impact to be factored in to the MTFS.
- An update on both the CSR and the Funding Formula Review will be incorporated (if available) in the next update to the Panel.

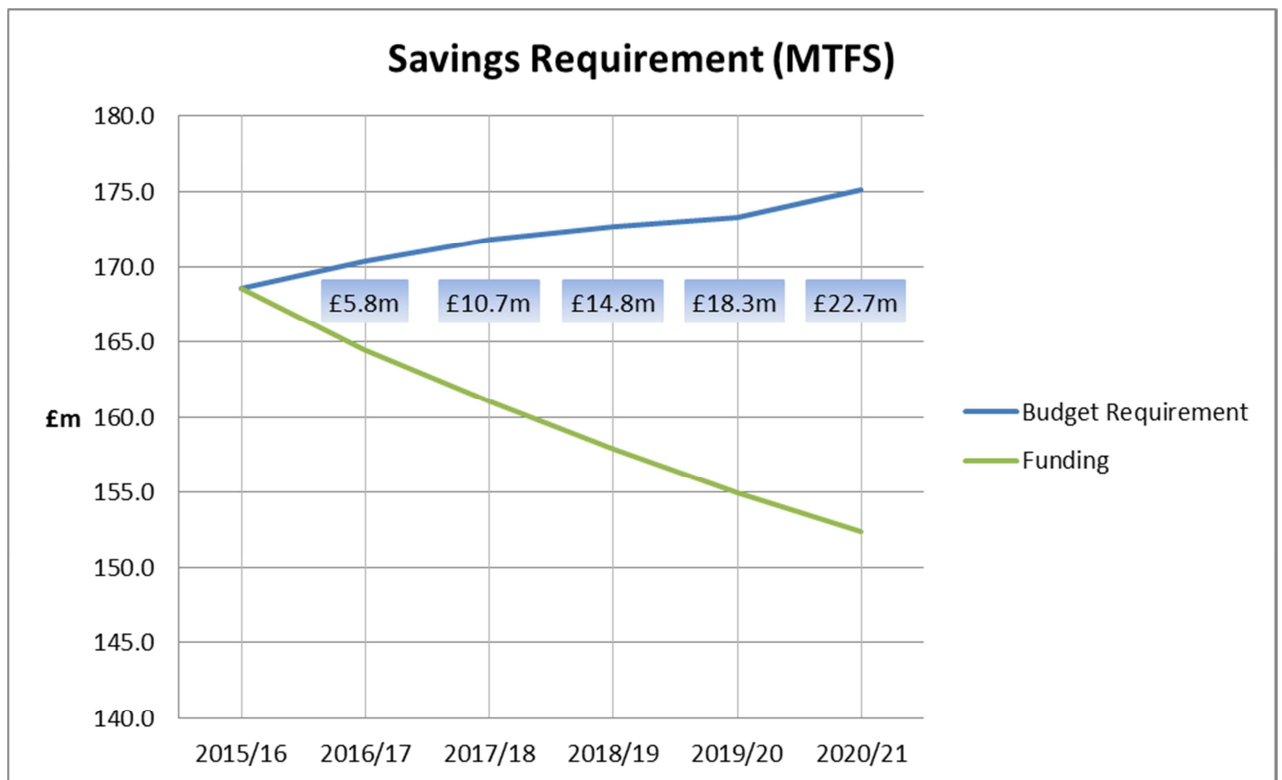
The Updated MTFS Outlook to 2020/21

13. As highlighted previously, the MTFS is regularly reviewed and has been updated to take account of the Chancellor's statement and updated guidance from the Home Office and PACCTS in respect of grant reductions.
14. Additionally, where savings proposals have been identified and refined through the Force Change Programme, these have been incorporated.
15. As requested by the Panel, the MTFS now includes 2020/21 to enable a five year forecast for consideration. However, given the significant changes facing the public sector and the police service, this needs to be viewed in that uncertain context.
16. The current estimated savings targets for the period 2016/17 (the final year of the current Police and Crime Plan) to 2020/21 are as follows (compared to the July MTFS):

<i>MTFS Anticipated Shortfall</i>	Current Plan	Blueprint 2020			
		2016/17 £m	2017/18 £m	2018/19 £m	2019/20 £m
July 2015 Shortfall	6.1	9.7	13.5	16.9	n/a
August 2015 Shortfall	5.8	10.7	14.8	18.3	22.7

17. As outlined in paragraphs 6 and 10, the Panel are advised that if the reductions from the CSR are in line with those assumed in the MTFS, it is anticipated that if the 2016/17 savings will be achieved and have been identified from both Project Edison and the work which continues in respect of the Force response to the PCC's challenge. The PCC will monitor this progress regularly throughout the year.
18. However, the shortfall for 2017/18 and beyond has increased, mainly as a result of the latest detrimental estimate in respect of Home Office Grants.

19. The estimated shortfall based on the August 2015 MTFS can be depicted as follows:



20. The savings requirement identified is being progressed as follows:

Year	Savings Requirement £m	Progress to date
2016/17	5.8	£2.1m Savings identified, £4.8m identified and being refined (£3.7m required for the year), see paragraph 25
2017/18	10.7	Savings to be identified
2018/19	14.8	Savings to be identified
2019/20	18.3	Savings to be identified
2020/21	22.7	Savings to be identified

Assumptions

21. Key assumptions included within the MTFS are as follows:

- Reduction in police grant of 5% per annum (increased from a 3.2% reduction) – based on latest PACCTS and Home Office indications.
- Precept increase of 1.99% per annum – in line with the levels identified for the Police and Crime Plan assumptions for 2016/17 and continued for future years.
- Tax Base inflation of 1% per annum – this will be reviewed with billing authorities as part of the preparation of the 2016/17 budget.

- Pay inflation of 1% per annum – in line with the *maximum* increase announced by the Chancellor of the Exchequer.
- Utilities and fuel price inflation of 5% per annum – in line with PACCTS assumptions but these will be reviewed further as part of the budget preparation process
- Other non-pay price inflation of 2% per annum – in line with PACCTS assumptions.

Risks

22. In addition to risks already identified by the Force and the OPCC in their Risk Registers, the following key risks may have a bearing on the estimations contained in the MTFS:

- The outcome of the CSR 2015 is as yet unknown – police grant allocations may reduce by more or less than 5% per annum.
- The impact of the review of the funding formula on Leicestershire is as yet unknown.
- The Tax Base used in calculating precept income each year may not grow by the 1% estimated rate.
- The new PCC elected in May 2016 will be required to set a Police and Crime Plan, detailing their priorities whilst in office and this may impact on the current assumptions included within the MTFS (for example, if the precept strategy were 0%).
- There may be changes to the referendum limit for council tax increases which could impact on the precept strategy.
- It is currently uncertain whether freeze grants will continue in the Base funding and it is anticipated that this will be considered in the CSR.
- Top slicing of Grant for Central Initiatives (e.g. Innovation, Counter Terrorism) may be higher (or lower) than anticipated.
- Slower rates of staff/officer attrition (whether for retirement or other reasons) may delay the achievement of savings that have either been incorporated within the MTFS or are still to be quantified.
- Regional savings from collaboration may not be in line with those anticipated.
- Pay and price inflation may be higher (or lower) than estimated.
- The impact of any potential strategic alliance is as yet unknown both in terms of timing and value of any savings that could be achieved through closer alignment with other Regional Forces.

Precept Strategy

23. Whilst this will be considered in more detail as part of the 2016/17 Precept, the table below highlights the potential impact of a Precept freeze on the savings requirements identified above if all other assumptions were to remain unchanged. Any government incentives in the form of a freeze grant (if offered) could partly offset any shortfall; however, this information is not yet available.

	2016/17 £m	2017/18 £m	2018/19 £m	2019/20 £m	2020/21 £m
Current MTFS Precept income estimate (1.99% per annum)	55.3	57.0	58.7	60.4	62.2
Estimated Precept income from a 0% Band D increase	54.2	54.8	55.3	55.9	56.4
Additional savings requirement	(1.1)	(2.2)	(3.4)	(4.5)	(5.8)

24. This impact needs to be viewed in the context that it would be subject to a number of changes in assumptions and would be considered in more detail as part of the 2016/17 Budget and Precept preparation.

Regional Collaboration and responses to the financial challenge

25. The updated MTFS includes known/expected savings from collaboration (for example Custody). Further savings related to the East Midlands Operational Support Services (EMOpSS) and Regional Criminal Justice arrangements (recent developments) are being finalised as work progresses and will be included within the MTFS going forward.

26. As outlined to the Panel in July 2015, further collaborative options are being discussed and these will be shared as work is scoped and progressed. The Force continues to develop its 'Blueprint 2020' concept to build a vision of what policing in Leicester, Leicestershire and Rutland may look like in the future.

27. PCCs and Chief Constables from Leicestershire, Northamptonshire and Nottinghamshire have begun early discussions concerning the formation of a strategic alliance. They have reached an agreement in principle to develop options for closer alignment of the services provided by the three Forces. As these discussions progress there will be appropriate engagement and consultation with both officers/staff and external partners/stakeholders.

Next Steps

28. The MTFS will continue to be reviewed on a regular basis and where possible, the financial update to the Panel in December 2015 will include an update on the potential impact of the CSR and Police Funding Formula Review in advance of the January 2016 Precept considerations.

Conclusion

29. This report updates the Panel on the progress made in meeting the financial challenge set out in the Police and Crime Plan for 2013/14 to 2016/17.

30. This report highlights some of the key financial challenges, risks and assumptions facing the MTFS from 2016/17 onwards, including the CSR review and the recently announced Police Funding Formula Review.

Implications

Finance: To update the Police and Crime Panel on the Medium Term Financial Strategy, uncertainties and timescales.

Legal: There are no legal implications identified

Equality Impact Assessment: Equality Impact Assessments will be required where proposals are identified

Risks and Impact: Risks and uncertainties are identified in the report.

Links to the Police and Crime Plan: The report provides an update on Strategic Priority 18

List of Attachments / Appendices

None

Background Papers

Police and Crime Panel 25th June 2015 – Medium Term Financial Strategy Update

Persons to Contact

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POLICE & CRIME COMMISSIONER FOR LEICESTERSHIRE POLICE & CRIME PANEL

PAPER MARKED

Report of	POLICE & CRIME COMMISSIONER
Date	16th September, 2015
Subject	Best Use of Stop & Search Scheme
Author	ACC Kay

Purpose of Report

1. To provide the Police & Crime Panel with information relation to the use of stop and search powers and the participation in the national Best Use of Stop & Search scheme by Leicestershire Police.
2. Whilst the use of stop and search is used operationally by the Police, the oversight and governance of the use of this tactic is undertaken by the Police and Crime Commissioner (PCC).

Recommendation

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

Background

4. In March 2010 the Equality and Human Rights Commission (EHRC) published a national report 'Stop and Think' on the impact of stop and search in different communities. In particular it highlighted the disproportionate numbers of stop and searches experienced by the Black and Asian communities when compared with those experienced by the White communities.
5. As a result, Leicestershire Police along with Thames Valley Police were under a Section 32 agreement with the EHRC for a couple of years. This effectively meant that the EHRC closely scrutinised the force in their use of stop and search powers, regularly monitoring and scrutinising all activity in this area. This led to the introduction of major changes in its approach.
6. The force, during this time commissioned De Montfort University (DMU) to carry out research in this area. DMU researchers inspected some 13,000 stop and search records dating from 2011 to 2013. It found that over those two years the number of stop searches reduced significantly for all ethnic groups.
7. The research also found a reduction in the disproportionality rates when comparing the use of stop and search between the Black/White and Asian/White

communities. Nevertheless disproportionality was still a feature of its use between different ethnic groups. As a result the research findings made recommendations about more effective supervision and better recording of the grounds for exercising the powers.

8. 2013 saw an all force inspection by HMIC which highlighted a number of issues, including figures that revealed doubts about the legality of 27% of all searches. HMIC made ten recommendations, followed by a re-inspection in March 2015. HMIC will review the force's response during the next visit to the force in late September, 2015.
9. In early 2014 the Home Secretary introduced prescriptive changes to the police service's use of stop and search powers with the introduction of a national Best Use of Stop and Search Scheme. Leicestershire Police was one of the early adopters of the scheme, implementing some elements in June 2014. The scheme is designed to make the use of stop and search powers more transparent, involve the community in monitoring of its use, focus encounters on intelligence led searches and expanding the ways in which outcomes from searches are measured.
10. The scheme also saw changes to the authorisation levels for the use of Section 60 search powers elevated to Assistant Chief Constable level. (Section 60 is a power designed to provide an exceptional response to anticipated violence. It allows for police to be authorised to search any person or vehicle for weapons in an area where serious violence is reasonably anticipated).
11. Early 2015 saw amendments to Part A of the PACE Codes of Practice which added clarity as to what constitutes reasonable suspicion in connection with the use of stop and search powers and outlines disciplinary action against individuals failing to comply with the codes.
12. Leicestershire Police has adopted a number of other work-streams designed to increase transparency and accountability. These include the mapping of stop and search on the Police.UK website to enable members of the public to view encounters in their locality.

Information

13. The Force have seen a huge reduction in the use of stop and search, from **28,000** in 2011 to a current annual position of approximately **2919** in May 2015. This effectively means that the use of stop and search has dramatically reduced from an average of **75** stop and searches every day in 2011 to approximately **8/9** stop and searches every day in May 2015. Whilst the disproportionality rates of the use of stop and search powers have also reduced from Black/White rates of 8:1 and Asian/White rates of 4:1 in 2011 to the current rates of Black/White 3.7:1 to Asian/White 1.4:1 in July 2015. Nevertheless these rates still cause concern amongst different communities.
14. One element of the Best Use of Stop and Search Scheme still to be introduced is the introduction of a Lay Observer Scheme. The current position is that a policy and accompanying guidance have been produced and are currently out for community consultation with Independent Advisory groups and other interested stakeholders, prior to implementation. Neighbourhood Policing Inspectors have identified key individuals from local communities who may wish to participate. An induction and training programme has been designed for the observers and is

also currently out for community consultation. The consultation concludes at the end of September with an implementation in late 2015.

15. Another key element of the scheme is the use of community triggers, whether they be through official complaints made against police or through other channels, such as the Rate Your Local Police website (which now has a specific drop down box relating to stop and search ratings). It should be noted that the Force on average receives only 1 or 2 formal complaints on stop and search encounters every year, hence the closer scrutiny of other avenues whereby complaints or concern in the police use of stop and search powers can be identified.
16. The force has also supported the development of the National Learning Standards by the College of Policing. The learning standards are fully mapped to Authorised Professional Practice (APP), as well as to relevant National Occupational Standards contained within the Policing Professional Framework

Oversight & Governance

17. Current scrutiny on the use of stop and search powers is undertaken by ACC Kay through the Strategic Community and Confidence Board which he chairs. Performance information is also published on the management information gateway. The Force are in the process of setting up an internal Stop and Search scrutiny panel chaired by a Chief Inspector, to increase the oversight and governance in this area of policing activity. The panel will initially meet monthly and randomly scrutinise stop searches conducted during the previous month. Areas of good practice will be identified and also areas where improvements and changes need to be made. These will then be referred to the Getting it Right First time meeting to embed future best practice.
18. The Force are also working with Leicester Race Equality Centre (TREC) to reinvigorate the external Stop and Search Reference Group (SSRG), this will provide external community scrutiny of the use of stop and search powers. It has been over 10 months since the group last met due to dwindling numbers and technical issues with the administration of the group. With TREC agreeing to be the focal point for the re-establishment of the group, a media and social media campaign has been undertaken to attract new members.
19. As the roll out of Body Worn Video continues, officers will use them when conducting stop and searches. Work is also underway to explore how the footage can be independently viewed whilst complying with data protection and privacy requirements. This work includes the Police and Crime Commissioner's Youth Commission to be part of the scrutiny programme.

Summary

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

Implications

Financial: None

Legal: None

Equality Impact Assessment: The Equality Unit have written previous equality impact assessments on this area of work. As the Best Use of Stop and Search scheme progresses this will be revisited to highlight any new areas of good practice or potential risks identified by monitoring and consultation.

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

Police & Crime Plan: Police use of stop & search links to the PCC's objectives as set out in the Police and Crime Plan.

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

PAPER MARKED

Report of	POLICE AND CRIME COMMISSIONER
Date	THURSDAY 16th SEPTEMBER 2015
Subject	MAKING COMMUNITIES AND NEIGHBOURHOODS SAFER (POLICE AND CRIME PLAN THEME UPDATES)
Authors	MR MIKE SWANWICK – PERFORMANCE AND EVALUATION COORDINATOR, OPCC

Purpose of Report

1. This report provides the Police and Crime Panel with a thematic update on Making Communities and Neighbourhoods Safer, a key theme within the Police and Crime Plan 2013-2017. The report, when read alongside the performance 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 are asked to discuss 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 and is scheduled for further review in 2015. 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. The commissioning framework is being further refreshed to continue to meet the strategic priorities.
5. It is recognised that much of the work under the other strategic themes; supporting victims and witnesses, reducing offending and re-offending and protecting the vulnerable contribute to the aim of making communities and neighbourhoods safer. It is not proposed to consider the commissioned or proposed services for all of the other themes in this report, some of which, such as Sentinel, Target Hardening, Safeguarding and Mental Health work have been discussed in previous reports. The commissioned services directly listed under this strategic aim will be discussed along with updates from Leicestershire Police

in line with the objectives under this theme.

6. This report should be considered together with the Police and Crime Performance Report (Q1 2015/16), which will cover progress against those Police and Crime Plan indicators under the Making Communities and Neighbourhoods Safer theme; indicators 10 through to 14; to continuously improve the police service to the communities of Leicestershire, Leicester and Rutland, to reduce all crime, domestic burglary, violence against the person (with injury), and vehicle crime and to ensure positive outcomes (and satisfaction with service) for the victims of those crimes.

Making Communities and Neighbourhoods Safer

Commissioned Services for 2015/16

7. The work undertaken in making communities safer is underpinned by a number of streams of work funded by the OPCC: These are detailed below:
8. **Partnership Locality Funding (PLF) (£450k in 15/16)** – This is spent in line with local areas' Community Safety Plans with a significant proportion spent on activities which contribute to the Making Communities Safer strategic priority. The Community Safety partners align their priorities with the Police and Crime Plan and report on progress through their performance monitoring returns in line with the PLF contracts.
9. **Youth Commission (£15k in 15/16)** – This enables the running and development of the Youth Commission who are able to advise, challenge, influence and quality assure the police activity from a young person's perspective.
10. The Youth Commission held the 'Big Conversation' in 2014-2015 and nine recommendations were agreed by the PCC and the Chief Constable at the annual conference in March 2015. These recommendations are being delivered with the support of partner agencies. Initiatives that the Youth Commission are involved in include the 'Reformed Character Qualification' delivering training to the Neighbourhood Policing Officers and a video to raise awareness of CSE.
11. The Youth Commission recently met to agree their priorities for the 'Big Conversation' 2015-2016. The priority areas are:
 - CSE and Missing from Home
 - Legal Highs
 - Youth Violence
 - The relationship with the Police
 - Domestic Abuse
 - Hate Crime and Radicalisation
12. **Domestic Homicide Reviews (£32k for 15/16)** – This enables multi agency reviews of domestic homicides to ensure that all relevant lessons are learned and appropriate remedial action taken to better prevent further domestic violence, abuse and homicide.

13. **Local Resilience Forum (£6.5k in 15/16)** – This contribution helps enable co-ordinated emergency planning and ensures a robust and sufficient response in the event of any emergencies
14. **Crime Stoppers National Hub (£26k in 15/16)** – This contribution helps enable The National Crime Stoppers service to provide an anonymous and confidential service that encourages people to report information that could help in the solving of crime and the catching of perpetrators.

Continually improve the police service to the communities of Leicester, Leicestershire and Rutland

15. The Community based survey for Leicestershire Police indicates substantial increases in confidence that the Police are doing a good job, up to 85.5% from a baseline of 75.3% in 2012/13.
16. However, although still at a high level, the Police user satisfaction survey does illustrate a decline in performance against many crime types. This is discussed in further detail in the performance report to the Police and Crime Panel.
17. The Safe and Confident Communities Board, led by the ACC and project managed by the Superintendent responsible for the Contact Management Department have developed and are actioning a plan to address performance issues illustrated through the Police user satisfaction survey. The OPCC are represented on this group and are sighted on the work underway to improve satisfaction.

Reduce all crime, domestic burglary, violence with injury and vehicle crime

18. Performance in relation to the reduction of recorded crime levels is highlighted in the Police and Crime Panel performance report.
19. The PCC and the Performance and Evaluation Coordinator regularly attend the Performance Delivery Group and discuss and scrutinise performance and updates provided which includes consideration of seasonal variations on performance and measures to address them, for example: media messages to the public or targeted operations

To ensure positive outcomes / victim focussed outcomes

20. Performance is highlighted in the Police and Crime Panel performance report.
21. The PCC and the Performance and Evaluation Coordinator regularly attend the Performance Delivery Group and discuss and scrutinise performance and updates provided which includes the work underway in respect of satisfaction levels as detailed further within the Performance report.
22. The OPCC work closely with the force, contributing to the in-house audit action plan and receiving the results of key reports. In relation to addressing victim focussed outcomes, the force's in-house audit team have included victim focus in a number of their scheduled audits, which have returned positive results for victim focus but must be caveated with the understanding that for this particular exercise, no direct consultation with victims has been undertaken.

23. The next steps are to present a range of options for progressing work on Victim focussed outcomes and these be progressed together with the Victim First arrangements which will be in place from 1st October 2015.

Neighbourhood Policing

24. Her Majesty's Inspectorate of Constabulary (HMIC) issue Value for Money indicators annually which are issued in the autumn and are one of the sources of information used by the PCC in his discussions with the Chief Constable regarding resourcing and budgeting levels for future years.
25. The Chief Constable is the National Lead on Policing for the National Police Chief's Council and updates the PCC as appropriate on this key area, including the work currently being undertaken by the College of Policing to establish the most effective evidence based approaches to neighbourhood policing.
26. Recognising the importance placed on local Policing, in 2014, the indicators showed that in Leicestershire, the funding committed to Neighbourhood Policing was higher when compared to other forces nationally and within the force's Most Similar Group (MSG) of forces. The force spends considerably less than the average nationally on 'non-staff' and 'business support functions' in order to maximise service delivery. Clearly, valuable personnel resources are targeted at keeping people safe in preventing and investigating crime and anti-social behaviour.
27. In 2014/15, the force had a greater number of officers per thousand population and yet these are provided at a significantly lower cost per officer when compared to national and Most Similar Group forces.
28. The Value for Money indicators will be issued in the Autumn/Winter of 2015 which will reflect the force's Edison changes and the structural changes of other forces. This information will be used in the 2015/16 budget and precept discussions with the Chief Constable and his team later in the year.
29. There have been large and significant reductions in Anti-Social Behaviour since 2008 which has occurred through a large amount of cross partnership working.
30. To ensure that processes remain as effective as possible in the future, the strategic partnership has commissioned an objective review of case management for victims of Anti-Social Behaviour. This review will be carried out in collaboration with Northamptonshire University utilising the services of the East Midland Policing Academic Collaboration (EMPAC). As part of this academic work, a comprehensive literature review will also be carried out.

Contact Management

31. To support the PCC in his role in holding the Chief Constable to account, the Contact Management Department (CMD) provides updates around performance and operational arrangements to the PCC which will be discussed at a forthcoming Strategic Assurance Board (SAB).

Road Safety Update

Road Traffic Accidents and Casualties / Road Safety

32. The East Midlands Operational Support Service (EMOpSS) has now been established and this will provide information to the PCC around road safety, including accident and casualty information and road safety operations or preventative work with road users, including the work of the Safer Roads partnership together with local partners.
33. This area was successful in receiving over £2.4m towards mobile working arrangements from the Home Office Innovation Fund in 2015/16 and 2016/17 for the region.

Stop and Search Update

34. There is a separate paper being presented to the Police and Crime Panel which will cover this area.

Op Edison / Blueprint 2020 Update

35. There is a separate paper being presented to the Police and Crime Panel which will cover this area.

Information technology Update

36. Across the East Midlands, a new Crime, Custody, Intelligence and Case Management System (known as Niche) is being implemented. This has been delivered in Lincolnshire and Leicestershire and will be rolled out to Northamptonshire, Nottinghamshire and Derbyshire over the coming year. This system is also being used across a number of forces nationally.
37. The implementation of this new system was successful in attracting 50% funding (over £5m) from the Home Office Innovation Fund which was match funded by the East Midlands forces, all of whom had been due to replace these systems from within their Capital Programme.
38. The implementation of the system will bring shared benefits and improve cross-boundary working across the East Midlands forces and it is pleasing to note that there have been some cross boundary successes already as a result of the implementation of Niche.
39. Furthermore, the Home Office Innovation Fund in 2015/16 has contributed an additional £1.3m in 2016/17 for development of the system.
40. Building on the local successful Innovation Funding for Body Worn Video in 2013/14, the East Midlands PCCs regionally submitted a bid for Body Worn Video. Funding of just under £1.9m was made available to East Midlands forces in 2014/15 and 2015/16 to support the roll out of this investment.

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

None

Background Papers

Police and Crime Panel Performance Report Q1 2015/16

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