



Meeting: Leicester, Leicestershire and Rutland Police and Crime Panel

Date/Time: Friday, 17 July 2015 at 12.30 pm

Location: Sparkenhoe Committee Room, County Hall

Contact: Sam Weston (Tel: 0116 305 6226)

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Membership

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

Cllr. 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 25 June 2015.	(Pages 3 - 10)
2. Public Question Time.	
3. To advise of any other items which the Chairman has decided to take as urgent elsewhere on the agenda.	
4. Declarations of interest in respect of items on the agenda.	
5. PCC's Annual Report 2014/15.	Police and Crime Commissioner (Pages 11 - 80)

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The Panel is required in the Police Reform and Social Responsibility Act 2011 to “review and make a report or recommendations on the PCC’s Annual Report to the Commissioner”.

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|----|---|-------------------------------|-------------------|
| 6. | Ethics, Integrity and Complaints Committee. | Police and Crime Commissioner | (Pages 81 - 102) |
| 7. | Medium Term Financial Strategy - Update. | Police and Crime Commissioner | (Pages 103 - 106) |
| 8. | Date of next meeting. | | |

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

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

Minutes of a meeting of the Leicester, Leicestershire and Rutland Police and Crime Panel held at County Hall, Glenfield on Thursday, 25 June 2015.

PRESENT

(in the Chair)

Mrs. Helen Carter	Mr. J. T. Orson JP CC
Cllr. Malise Graham	Cllr. Rosita Page
Cllr. A. V. Greenwood MBE	Cllr. Trevor Pendleton
Cllr. Kevin J. Loydall	Cllr. Lynn Senior
Col. Robert Martin OBE, DL	Cllr. David Slater
Cllr. Kirk Master	Cllr. Manjula Sood, MBE
Cllr. Ozzy O'Shea	

Apologies

Cllr. Roger Begy, OBE

In attendance

Simon Cole, Chief Constable, Paul Stock, Chief Executive (OPCC) and Helen King, Chief Finance Officer (OPCC)

133. Election of Chairman.

It was resolved that Mr. J. T. Orson JP CC be elected Chairman of the Police and Crime Panel for the period up to June 2016.

Mr. J. T. Orson JP CC - in the Chair

134. Election of Vice-Chairman.

It was resolved that Cllr. T. J. Pendleton be appointed Vice-Chairman of the Police and Crime Panel for the period up to June 2016.

135. Chairman's Announcement - Absence of the Police and Crime Commissioner.

The Chairman drew members' attention to a letter which had been sent to him from the Police and Crime Commissioner on 24 June. The PCC had requested that the matter remain confidential, though it had been agreed that the letter be shared with members of the Panel thirty minutes prior to the start of the meeting. A copy of the letter is filed with these minutes.

The Chairman read out the letter for the benefit of those in attendance and viewers of the webcast. The letter read as follows:

"Dear Joe,

Please accept my very sincere apologies for being unable to attend today's meeting of the Police and Crime Panel.

As you are aware, I have for some months been suffering from very severe back pain. Despite having seen several different consultants and undergone medical procedures, I remain in constant pain.

Whilst I have sought to fulfil my duties to the best of my ability, the pain I am experiencing has become increasingly compromising to the point that I am unable to drive, or to stand or sit for any period of time.

I have now reached the point that I do not feel able to fulfil my role in the way that you, the Force, or, most importantly, the public would expect, and in order to address my on-going health issues and, I hope, to make a full and speedy recovery, I feel compelled to take a period of extended absence due to incapacitating ill-health.

Having sought legal advice, the provisions of the Police Reform and Social Responsibility Act 2012 cater for this eventuality, and invite you as a Panel to appoint an Acting Police and Crime Commissioner to undertake all the statutory responsibilities of the role during my absence. Furthermore, the Act requires that the individual chosen for this role must be a member of my staff and that the Panel should consider any recommendation I may make about the identity of that individual.

I would wish, for the duration of my absence, that my Chief Executive Officer Paul Stock is appointed by you to undertake the role of Acting Police and Crime Commissioner for Leicester, Leicestershire and Rutland.

I have spoken to Paul, and to my senior management team, and Paul is willing to undertake this role. If approved by the Panel, Paul's team will absorb his monitoring responsibilities. Needless to say, Simon Cole and his Chief Officer team are aware of my decision and will be supportive of the new arrangements to achieve the shared goal of crime reduction and community safety.

I bitterly regret that my ill-health requires me to take this decision, and it is one that I take only after considerable soul-searching. My overriding concern is that a Police and Crime Commissioner should undertake the entirety of his or her responsibilities on behalf of the public they serve, and I must accept that my health currently prevents me from so doing.

I very much hope that a period away from work will allow me access to the necessary medical interventions and to return to my role as swiftly as possible.

With my warmest wishes,

*Sir Clive Loader
Police and Crime Commissioner"*

The Chairman gave the Chief Executive of the OPCC the opportunity to provide any update on the PCC's position. The Chief Executive and the Director of Human Resources of Leicestershire Police stated that the Occupational Health service for the Police Force had confirmed that the Commissioner was currently recuperating and had been certified as being unfit for work. They further stated that medical conditions could change quickly and therefore his condition was being monitored closely. At this point the Chairman asked that the Panel's best wishes be passed on to the Commissioner for a speedy and full recovery.

As the PCC had chosen not to appoint a Deputy PCC, the legislation required the Panel, in circumstances such as these, to appoint an Acting Police and Crime Commissioner from the staff of the OPCC for a period of up to six months to carry out his duties in his absence. It was noted that, should the Commissioner's absence go beyond a period of six months, his post would become vacant given an election was due to be held on 5 May 2016.

The Panel noted that there were around 20 members of staff in the OPCC and that there were the following senior posts:

- Chief Executive
- Chief Finance Officer
- Head of Governance
- Head of Commissioning and Partnerships
- Head of Policy

The Chairman summed up the position facing the Panel by stating that it was being asked either to:

- Appoint the Commissioner's recommended candidate, Paul Stock, Chief Executive of the OPCC as Acting Police and Commissioner with immediate effect; or
- Allow the Chairman to discuss the matter further with officers of the OPCC in order to enable a transparent process to take place whereby expressions of interest could be sought from all appropriate officers in the OPCC which would allow the Panel then to interview candidates at a meeting in July.

At this point, the Panel chose to adjourn the meeting in order to consider its position in private.

The Panel adjourned at 1.20pm. The meeting recommenced at 2.20pm

On returning to the meeting, the Chairman read out the decision of the Panel. Copies of the decision were circulated to those in attendance.

RESOLVED:

- (a) That the Panel:
- (i) notes the letter from the Commissioner to the Chairman in regard to the former's ill health and his absence from office for a significant period of time, and passes on our best wishes to the Commissioner for a full recovery;
 - (ii) notes the legislative position which requires it in circumstances where the Commissioner is incapacitated to appoint an Acting Police and Crime Commissioner from the Commissioner's staff;
 - (iii) records its regret and concern for notification to the Home Secretary that the legislation should have been drafted and approved such that an unelected official can assume the role of the Police and Crime Commissioner, and further draws the attention of the Chairman of the Home Affairs Select

Committee and local MPs to the situation and requests them to press for a change to the legislation;

- (iv) notes the Commissioner's recommendation that the Panel appoint the Chief Executive Officer of the Office of the Police and Crime Commissioner as Acting Police and Crime Commissioner until such time as the Commissioner returns to office, and that such an appointment can only last six months;
 - (v) notes that the election of a Police and Crime Commissioner is scheduled for 5th May 2016 and that a vacancy occurring within six months of that date would mean the office is left unfilled;
 - (vi) remains disappointed that the Commissioner chose not to appoint a Deputy when he took office which the Panel feels would have enabled a more acceptable solution in the current circumstances;
 - (vii) in accordance with the legislation, should not make an appointment of Acting Police and Crime Commissioner at short notice and without an open and transparent process being followed to meet some of the Panel's objectives of fairness and equality.
- (b) That the Chairman, secretariat and two members of the Panel are therefore requested to meet the Chief Executive Officer of the Office of the Police and Crime Commissioner and other senior staff to ascertain interest in the acting role, to consider the impact of an acting appointment on the running of the Office, and to invite interested candidate(s) for interview by the Panel at a meeting in July in order that the candidates' suitability can be assessed.

136. Minutes.

The minutes of the meeting held on 23 March 2015 were taken as read, confirmed and signed, subject to the first sentence of bullet 5 on page 4 being amended to read as follows:

"The PCC could not attend hearing for officers, however as of May new legislation would mean hearings would have to be held in public."

137. Public Question Time.

The following question(s) were put to the Police and Crime Commissioner:

"Given that the contract for support to victims and witnesses has been awarded to an organisation with a background of supporting youth offenders, rather than victims or witnesses and has little or no history of providing services in the force area, could the Police and Crime Commissioner please explain:

- (a) How it was decided during the procurement process that this body would have the ability, expertise or experience to deliver that service;
- (b) Why you did not take the opportunity to interview bidders; and
- (c) How you will now ensure that it is delivered to an appropriately high standard without any reduction in the quality or level of service?"

Reply by the Police and Crime Commissioner:

“(a) A tender assessment score card was issued with the Invitation to Tender (ITT). The member of the public asking this question will have seen this as they were involved in the tender process, supporting a bid. The scorecard included weightings which clearly outlined the areas the Office of the Police and Crime Commissioner (OPCC) believed to be those requiring the greatest strengths. The OPCC’s decision to score and weight these areas was based on officers’ understanding of the requirements for the new Victim First service. As the original intention was to build the service in-house, the OPCC had a clear understanding of the skills, expertise and experience needed.

This was further developed through research and analysis of existing provision, the identification of gaps and opportunities as well as consideration from experiences of the ‘early adopters’, namely Cambridgeshire and Avon and Somerset.

Advice was also taken from the Leicestershire Police Procurement Team to ensure the market opportunity was fair and equal. The tenders received (of which there were two) were scored by a number of individuals, prior to being standardised by moderation panels.”

- (b) The decision not to interview bidders was based on advice from the Procurement Team. As the Victim First specification was detailed and the tender assessment score card explicit, it was felt that interviewing bidders would not add any value to the evaluation process. However, a series of clarification questions were emailed to both bidders, prior to final scoring being undertaken;
- (c) As already stated, we issued a detailed specification for the Victim First service. The contract being put in place has a performance framework that covers a broader range of metrics, with higher quality demands, than the previous Ministry of Justice (MoJ) contract with Victim Support. The OPCC therefore has a greater degree of leverage and control over underperformance than previously existed. Regular contract management meetings will take place and reports on performance and customer satisfaction levels will be discussed at the Victim and Witness Partnership Assurance Group who will maintain oversight of the new Victim First service. There will also be an independent Victim Board set up, where regular performance reports will be presented. This Board will be made up of local experts, including academics, criminal justice leads and victim ambassadors.”

The following supplementary question was asked in relation to the answer to question (a):

“The answer sets out the principles of the tender process and in some ways why the OPCC had confidence in it. For the process to enable an organisation who are young offender focused and with no victim support experience to be successful in the bidding process surely gives cause for concern. To give the experience of Cambridgeshire and Avon and Somerset is also misleading in that both did not utilise an outside agency to deliver the victim services but kept the assessment process in house.

Is the OPCC confident that the successful organisation Catch 22 has the ability, expertise and experience to deliver the Victim First service?”

The Commissioner responded to the effect that he was unable to provide a response at the meeting and would endeavour to provide a written response within five working days.

The following supplementary question was asked in relation to the answer to question (b):

“At the bidders conference the lead procurement officer stated that the time between the final submission date of the tender and the decision to offer the contract was very tight

As a series of clarification questions were required prior to final scoring, does the OPCC now consider that not having a face to face interview to deal with these questions was a mistake given the importance of the contract to victims of crime in Leicester, Leicestershire and Rutland?”

The Commissioner responded to the effect that he was unable to provide a response at the meeting and would endeavour to provide a written response within five working days.

The following supplementary question was asked in relation to the answer to question (c):

“This question is about making sure a quality service is delivered by the new provider. Will the performance data be open to public scrutiny?”

The Commissioner responded to the effect that he was unable to provide a response at the meeting and would endeavour to provide a written response within five working days.

138. Urgent Items.

There were no urgent items for consideration.

139. Declarations of Interest.

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

Col. Robert Martin declared a personal interest in respect of Agenda Item 8 as the Trustee of “Warning Zone” which was in receipt of some funding from the Police and Crime Commissioner (Minute 141 refers).

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.

140. Membership of the Police and Crime Panel.

The Panel considered a report of the Secretariat concerning the revised membership and political balance of the Panel following the May 2015 local elections. A copy of the report, marked "Agenda Item 7", is filed with these minutes.

RESOLVED:

- (a) That the revised composition of the Panel as set in out in paragraph 7 of the report, be approved.
- (b) That a letter be sent to all outgoing members of the Panel thanking them for their service over the last three years.

141. PCC's Annual Report 2014/15.

The Panel had been due to consider the Commissioner's Annual Report 2014/15, however as no Acting Police and Crime Commissioner had been appointed, officers indicated that they would retire from the meeting as they felt that the Act was clear that it was the Commissioner who should present the Annual Report to the Panel and respond to any questions it had. They further clarified that they would not be willing to remain for the other items of business set out in the agenda.

At this point, the Chief Constable confirmed that he would continue to refer to the Chief Executive on day-to-day business until such time as an Acting Commissioner had been appointed.

The Chairman indicated that there was little alternative but to defer the remaining substantive items on the agenda to a meeting yet to be scheduled in July, at which it was hoped that an Acting Police and Crime Commissioner could be appointed and Panel business could therefore resume.

RESOLVED:

That the item be deferred to the next meeting of the Panel.

142. Ethics, Integrity and Complaints Committee.

RESOLVED:

That the item be deferred to the next meeting of the Panel.

143. Medium Term Financial Strategy - Update.

RESOLVED:

That the item be deferred to the next meeting of the Panel.

144. Dates of meetings in 2015.

It was NOTED that the next meeting of the Panel would be held on a day to be established in July and that further meetings of the Panel would be held on:

Wednesday 16 September at 1.00pm

Wednesday 16 December at 1.00pm

1.00 - 2.40 pm
25 June 2015

CHAIRMAN

POLICE & CRIME COMMISSIONER FOR LEICESTERSHIRE POLICE & CRIME PANEL

PAPER MARKED

Report of	POLICE & CRIME COMMISSIONER
Date	FRIDAY 17 JULY 2015 – 12.30 PM
Subject	ANNUAL REPORT 2014/15
Author	CHIEF EXECUTIVE

Purpose of Report

1. To present to the Police and Crime Panel the Annual Report of the Police and Crime Commissioner for Leicestershire covering the period 1 April 2014 to 31 March 2015. A copy of the Annual Report is attached as Appendix A to this report.

Recommendation

2. It is recommended that the Police and Crime Panel reviews the content of the Annual Report in line with paragraph 79 of the Leicestershire Police and Crime Panel's Rules of Procedure approved at their meeting of 23 November 2012.

Background

3. Under the Police Reform and Social Responsibility Act 2011 Section 12, a Police and Crime Commissioner is required to report how they have exercised the functions of their office during each financial year, or part of a financial year, that they hold office.
4. The report being presented covers the period that the Police and Crime Commissioner held office during the 2014/15 financial year.
5. The primary purpose of a PCC's Annual Report is to cover the progress made towards achievement of any police and crime objectives set out in the Police and Crime Plan which, in line with the legislation, covers the period 1 April 2013 and 31 March 2017. This report covers all such progress made up to 31 March 2015.
6. A Police and Crime Commissioner is required under Local Policing Bodies Specified Information Orders SI 2011/3050, SI 2012/2479 and SI 2013/1816 to publish certain details on an annual basis. Guidance issued by the Association of Police and Crime Commissioners recommends that these details are included in addition to the reporting of how the Police and Crime Commissioner

has fulfilled his statutory functions. In line with this Guidance these have been incorporated into the Annual Report being presented.

7. As part of the preparation of the report, I invited all relevant partner agencies (the Chairs of Community Safety Partnerships and additionally the Chairs of those agencies who have agreed to make contributions towards specific Strategic Priorities within the Police and Crime Plan) to comment on the activities that they have completed in support of the achievement of the objectives that I have set out in my Plan. All of these contributions have been incorporated into the Annual Report.
8. The report attached shows the members of the Panel the text of the Annual Report. This text will be formatted into a form that can be both placed onto a website and well as printed in the form of a booklet.

Implications

Financial :	n/a
Legal :	The production of an Annual Report for every financial year is a statutory responsibility for a PCC under Section 12 of the Police Reform and Social Responsibility Act 2011.
Equality Impact Assessment :	n/a
Risks and Impact :	n/a
Link to Police and Crime Plan :	Section 12 of the Police Reform and Social Responsibility Act 2011 designates that the Annual Report must include the progress during the reporting period towards the achievement of Police and Crime Objectives.

List of Appendices

Appendix: A – Annual Report of Police and Crime Commissioner for Leicestershire – 2014/15

Background Papers

Police Reform and Social Responsibility Act 2011
 The Elected Local Policing Bodies (Specified Information) Order 2011 (SI 2011/3050)
 The Elected Local Policing Bodies (Specified Information) (Amendment) Order 2012 (SI 2012/2479)
 The Elected Local Policing Bodies (Specified Information) (Amendment) Order 2013 (SI 2013/1816)
 APCC guidance - Interim model information scheme

Person to Contact

Mr P Stock, Chief Executive – Tel 0116 229 8980
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The Office of the Police and Crime Commissioner for Leicestershire

Annual Report

2014/2015

June 2015

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Foreword

It is my role as Police and Crime Commissioner (PCC) to act in the public interest and hold the Chief Constable to account for the delivery of local policing.

As PCC for Leicestershire, I believe that everyone in Leicester, Leicestershire and Rutland has the right to live free from the fear of crime, and that every person should have the opportunity to shape the future of policing in their local area. In my Police and Crime Plan 2013/2017, which was informed and since revised by what local people say matters most to them, I set out how Leicestershire Police and partner agencies are to work together to reduce offending and re-offending, support victims and witnesses, make communities and neighbourhoods safer, and to protect the vulnerable.

Leicestershire Police is an organisation with a good reputation for effective local policing, and has a solid foundation on which to deliver what local people tell us they need most from the public services that deliver a safer society. I wish to thank our local police officers, our staff, our volunteers, the members of the public, partners, community safety partnerships and the many and varied outcome providers I commission for their significant contributions to delivering the objectives set out in the plan.

I have always said that I commission outcomes, not services; I have been very clear about that. I want to see and hear that local people have felt the effects of the improved outcomes of such projects. Over the past year, I have visited many of our commissioned partners to see how the work of my office is making a difference to the lives of local people.

This annual report details my statutory functions, the progress made by police and partners against the plan, my commissioning work, and the narratives from the community safety partnerships.

I hope that you will enjoy reading this, my third annual report.

Sir Clive Loader
Police and Crime Commissioner for Leicestershire

The Police and Crime Plan and Annual Report

I am required to publish a Police and Crime Plan. It sets out my various statutory responsibilities, including the priorities which I have set for policing (based on, amongst other things, consultation with the public) and how the budget for policing will be spent. Since setting my Police and Crime Plan 2013/2017, I have subsequently refreshed and revised the plan.

A full copy of the latest version of the plan, together with an executive summary and an “easy to read” version, is available on my website. The site also includes a video introduction [visit http://youtu.be/w3yfn_Qnt_Q] to the plan, complete with a British Sign Language interpretation produced by Action Deafness. To access the plan, go to <http://ow.ly/qld74> or visit www.leics.pcc.police.uk and click *Police and Crime Plan*.

Having set the plan, I am also required to publish an annual report setting out whether the priorities set in that plan were achieved, and other details of my work in the previous 12 months. This document is my third, and second full year’s, annual report and relates to the period 1 April 2014 to 31 March 2015.

Section 1: Statutory functions

The Commissioner's responsibilities

My primary role as Police and Crime Commissioner for Leicestershire is to hold the Chief Constable to account. There has not been a requirement to appoint a new Chief Constable in the past year, but I have extended the existing Chief Constable's contract up until June 2018. I have not used the other powers available to me in relation to the post of Chief Constable.

One of the ways in which I have held the Chief Constable to account is by meeting with him on a regular basis. One-to-one meetings between us have been held virtually every week since my first day in office in November 2012. I also hold Strategic Assurance Board meetings every month at Police Headquarters where I meet with the Chief Constable and his Chief Officer Team to discuss matters of strategic importance.

Although I am one of very few Police and Crime Commissioners who decided upon election not to appoint a Deputy, during this last year I took the decision to appoint as a Policy Advisor Steph Morgan, who was previously an Assistant Chief Constable (ACC) in Leicestershire Police and who received the Queens's Police Medal for services to policing this year. This was a new role, the details of which were presented to the Police and Crime Panel on 17 December 2014.

Setting the police precept and budget

During the year, I was required to set the precept and my budget for 2015/2016. The precept is the amount of money which is collected via council tax and used to support both policing and commissioned services.

I approved the budget for 2015/16 of £171,573m. This was less than was allocated for policing in 2014/15 and includes the ongoing effect of £38 million of savings achieved since 2009.

The budget set for the current year necessitated an increase of 1.99% in council tax. This is the equivalent, for the average local taxpayer, of 6.8 pence more each week than in 2014/15 (the precept for a Band D property calculates at £179.9951 for 2015/16 compared to £176.4831 in 2014/15). More information about the budget can be found here:

<http://www.leics.pcc.police.uk/Planning-and-Money/Finance/Budget-20152016.aspx>

My decision to increase the precept was made not just in the light of key relevant information but very much in response to significant consultation with the people of Leicester, Leicestershire and Rutland, achieved through a number of surveys. The feedback I received supported my decision to deliver a slight tax increase in order to continue building a sustainable base budget and to safeguard frontline policing and other services wherever possible.

The current year's precept plan built on the 2014/15 strategy which:

- Increased the precept by 1.5% to help build the base following the unprecedented and unexpected additional top slicing of £1.6 million, applied to the police settlement for 2014/15;
- Increased and maintained Police Community Support Officer (PCSO) numbers to 251 over three years. This increase took place to maintain operational resilience and minimise the impact of any structural changes on neighbourhood policing. In addition, these additional resources were targeted to support the Force in prioritising community and neighbourhood safety, particularly in regard to anti-social behaviour (ASB) hotspots; and
- Secured a commitment from the Force to deliver a strategy to increase to 1,000 the number of volunteers (Special Constables, Police Cadets, Student Volunteers and Police Support Volunteers) over the next three years.

The budget decision for this current financial year also includes a £2 million commitment, ring fenced from reserves, to support strategic partnerships within Leicester, Leicestershire and Rutland. I set an additional requirement for the Chief Constable to prioritise specific areas (departments and functions) in order to identify a further £2.5 million worth of savings to be released in 2016/17 and beyond to complement the existing work of the new operating model and to prioritise potential savings in the following areas:

- further Force structural reform;
- a review of productivity across the Force;
- proposals for savings in middle and back offices;
- further demand management benefits;
- continued vigour with the volunteer strategy; and
- wider local public sector collaborations.

Commissioning

When the Police and Crime Plan was revised and refreshed in October 2013, so too was the original Commissioning Intentions document, and what emerged was a Commissioning Framework for 2014/2015 and beyond.

The framework set out how I intended to structure my commissioning budget to achieve outcomes in order to support the delivery of my Police and Crime Plan. The commissioning budget for 2014/2015 was £3.8 million.

The commissioning intentions led to numerous initiatives being funded including:

- a mentoring scheme for young people at risk of entering the criminal justice system;
- a textile project to train disengaged young people;
- targeted counselling support for victims of domestic abuse;
- campaigns to increase the reporting of hate crime; and
- support to troubled-family programmes in Leicester, Leicestershire and Rutland.

Work has also begun to prepare for the commissioning of services for victims of crime living in Leicester, Leicestershire and Rutland. From April 2015, I became responsible for these services which were previously commissioned by the Ministry of Justice. The Commissioning Framework has been revised for 2015/16 to take into account this new power.

Value for money

During 2014/2015 the Force continued its transformational change work, not only to make the financial savings required but to continue developing a policing service that is truly responsive to ever-changing public need and society's expectation.

This work saw a substantial reconfiguration of the Force's operating model (entitled Project Edison) that went live in February 2015. Edison led to an innovative change in how frontline policing services are delivered and provides a platform on which the force can approach its funding challenges still to come. Savings identified through Edison (and other efficiencies) totalling £6.9 million have been removed from the 2015/16 budget, with a further £2.1 million of savings scheduled for 2016/2017.

In 2014/2015, my budget was managed and monitored tightly in conjunction with the Force to reflect the constrained financial environment in which policing operates and the reducing funding year-on-year. As a result, the provisional outturn (subject to approval by the Strategic Assurance Board) for the year resulted in an underspend of £0.448 million which, when compared to a budget of £172.607 million, equated to a variance of 0.26 per cent. Further details will be included in the 2014/2015 Statement of Accounts which will be compiled, audited and published by the end of September 2015.

I will continue to strive to secure more savings within the areas under my direct management, in order to keep the budget to the minimum required to support me in carrying out my duties.

The Police and Crime Plan

I published my Police and Crime Plan for 2013-2017 on 31 March 2013. This plan sets out my policing and crime reduction priorities for Leicester, Leicestershire and Rutland over the three-and-a-half year period of office.

The plan was refreshed during the last year and an updated version was developed following consultation with public and partners.

A full copy of the [Police and Crime Plan can be found on the website](#)

Responsible authorities

In determining the strategic priorities set out in the Police and Crime Plan, I have taken regard of a number of things, including:

- public consultation;
- national priorities set by Government (for example, to combat terrorism);
- the strategic priorities of the community safety partnerships; and
- comprehensive research and analysis commissioned on my behalf – including a partnership needs assessment which looked at the wider needs based around the known causal and risk factors of crime and disorder.

The support and knowledge of the community safety partnerships in this process has been invaluable. I have found, for example, that alcohol and drug misuse and dependency, mental

health, employment and training all feature as strategic priorities for a number of our partners within the community safety arena.

All these factors have an impact on crime and disorder. They also confirm the links and interplay between the strategic objectives of the police and those of our partners. The relationships between partners and the police are fundamental to the commissioning process and help ensure that budgets are allocated against our shared priorities in a controlled, accountable and focused way.

Publication of information

I publish a range of information so that the public can assess and understand how I am fulfilling my legal obligations. This information can be found on my website within the section called [Publication Scheme](#).

Consultation and engagement

As the Police and Crime Commissioner I have a legal obligation to ensure the views of the public are gathered and considered when developing the Police and Crime Plan.

Leicestershire Police has a long history of public consultation and engagement and as a consequence has developed a robust and comprehensive network of relationships. As public servants the police undertake many roles, some mainstream others more specialist. Ultimately however, the collective goal is one and the same - to meet the needs of our diverse communities.

Engaging with people in Leicester, Leicestershire and Rutland is a high priority for me. I regularly attend events across the Force area (for example the Diwali celebrations and the Caribbean Carnival) and organise many of my own, so that I can hear the views of communities and see first-hand the positive work of local charities and organisations. Perhaps the highlight of the year for many of us was the week-long King Richard III internment celebrations which truly put Leicester on the world stage and was a unique policing operation in many ways.

During 2014/2015, I took part in a little over 100 such engagement events. These included attending community forums, visiting schools, taking part in street police patrols and, along with the Chief Constable, holding 'What matters to you?' events which give members of the

public the opportunity to meet the Chief Constable and me and to ask questions about policing and community issues. I also publish on my website a bi-monthly newsletter and update the site with news about my activities.

Leicestershire Police seeks feedback through a wide-ranging and evolving survey regime as well as more traditional consultation and engagement methods. For example, this year it introduced as a further mechanism the innovative Rate Your Local Police online feedback system - an idea praised by the Home Secretary and now being taken up by other Police Forces. The Force's approach gives a comprehensive insight into performance, public confidence and satisfaction as well as helping to determine policing priorities.

Survey respondents include those who have had direct contact with the police service as victims, witnesses or complainants, as well as those who have not. The latter seeks to better understand public perceptions regarding service delivery.

In developing the Police and Crime Plan I have commissioned key pieces of survey-based research and analysis, including:

- **Victim survey data**

These surveys are designed to evaluate a victim's perception of how they were treated and the service they received. I use this data to monitor the satisfaction and confidence rates of those who have had the misfortune to be a victim of crime.

- **Business survey**

This survey is commissioned so that I can better understand the impact of crime on local businesses and, in turn, improve planning and response to such crimes.

- **Community-based survey**

Run monthly, this is a perception-based survey designed to gather opinions and understand the levels of satisfaction in relation to policing services. A yearly aggregate of some 2,200 responses gives the Chief Constable and myself a credible insight into public confidence in policing.

- **Access to the Police and Crime Commissioner**

Having been elected by the people of Leicester, Leicestershire and Rutland, I am keen to receive honest feedback regarding policing issues that matter most to them. I am absolutely committed to gathering a representative cross section of views. To this end, I have developed a proactive consultation and engagement plan which is designed to give people the opportunity to feedback their views and concerns.

- **Youth Commission on police and crime**

During 2013, I was the first Police and Crime Commissioner to set up a [Youth Commission](#). Members are young people aged between 14 to 25 who live in Leicester, Leicestershire or Rutland, and their voices help to shape decisions about policing and crime.

The Commission was set up in collaboration with an independent charitable trust, the SHM Foundation, which works with Police and Crime Commissioners and police forces to support the effective engagement of young people.

In its second year, the Commission has taken forward the legacy of its pilot year, working more closely with Leicestershire Police and partners, and researching new priority issues.

The 'Big Conversation', a peer to peer consultation exercise involving more than 1,800 young people, has helped to identify six key priorities on which the Youth Commission will focus. Its priorities for 2014/2015 comprised:

- drug and alcohol abuse;
- cyber bullying and social media;
- respect and communication between young people and the police;
- reducing offending and reoffending;
- domestic abuse; and
- child sexual exploitation (CSE) and missing from home.

Having spent months researching these themes, the Youth Commission's findings were presented at its second annual conference in the Spring 2015, which was attended by more than 120 people from a wide range of organisations to hear the young people's views on these issues.

The year has also seen the introduction of the Youth Police Advisory Group (YPAG), whose members come together to discuss policing policy and procedures with senior officers. The young people, all of whom are also Youth Commission members, give feedback on research findings around the six key priorities defined in the Youth Commissions annual report and inform how police policies affect young people.

The Youth Commission has also worked with police colleagues and partners to develop a 'Reformed Character Qualification'. This was a recommendation that came from the 2013/2014 Youth Commission Conference. The qualification aims to improve employment opportunities for those who have been involved in crime and have received a custodial sentence. Through close work with a local young offenders' institution, three offenders were able to take part in the programme and two gained employment upon completion of their sentence.

The Reformed Character Qualification and other innovative ideas have provided real opportunities to prove to the wider society that young people are capable of being, and are willing to be, part of the solution, instead of being portrayed as the problem.

Working together has been a real success this year and is essential if we are to break down barriers that sometimes exist between young people and the police. The Youth Commission remains committed to listening to, and acting upon, what young people need.

In the coming year, the recommendations referred to in the 2015 Youth Commission Report will be taken forward by Leicestershire Police and partner agencies. These will continue to improve the relationships and services received by young people.

- **Correspondence**

During 2014/2015, I responded to 2,314 items of correspondence, compared to 3,271 items received in 2013/14.

The Police and Crime Panel (PCP)

The PCP, which is totally independent of the Office of the Police and Crime Commissioner, oversees my work. Its role includes:

- Reviewing my proposals for the amount of council tax local people pay towards policing (it has the power to refuse these proposals if it considers the amount is inappropriate);
- Reviewing my Police and Crime Plan and my Annual Report;
- Considering my proposals for the appointment of a new Chief Constable, with the power to veto; and

- Investigating complaints about how I act as a Police and Crime Commissioner.

The role of the PCP is not to scrutinise the performance of the Force or the Chief Constable individually – these are my responsibilities.

The panel can request reports from me and, if it wishes, ask me to attend its meetings. In addition the panel can request that my employees attend panel meetings to answer questions in relation to their roles and areas of expertise.

The PCP made useful recommendations regarding the contents of my draft Police and Crime Plan and I made sure these were reflected in the final published plan. When I presented the plan, it was agreed that “the panel accepts and supports in full the Police and Crime Plan, as amended in the light of the comments submitted”.

At the PCP meeting on 29 January 2015, I reported on my intention to increase the Band D council tax for police purposes by 1.99%. Following that meeting I formalised my decision to set the precept at that level and communicated it to our billing authority partners. The precept generated from this Band D amount is estimated to be £53.216 million for 2015/2016 across Leicester, Leicestershire and Rutland.

Compliance

Financial codes of practice

As Police and Crime Commissioner, I have operated in compliance with the Financial Codes of Practice issued by Parliament. Further details of this can be found in the Corporate Governance Framework <http://bit.ly/1mzkPxd>.

Policing protocol

As the elected Police and Crime Commissioner for Leicester, Leicestershire and Rutland, my responsibilities are set out in legislation. The Policing Protocol Order 2011 is issued in accordance with the requirements of the Police Reform and Social Responsibility Act 2011 through which my role is agreed. I have operated in compliance with the policing protocol as follows:

- I am responsible for the totality of policing within Leicestershire and I hold the Chief Constable to account for the operational delivery of policing, including the Strategic Policing Requirement (see below);

- I am responsible for setting the strategic direction and objectives through the Police and Crime Plan and to decide both the budget and the allocation of funds to support the plan; and
- I expect the Chief Constable to demonstrate how he will deliver this vision and strategic priorities as set out in this plan, within his own delivery plan.

Strategic Policing Requirement

The Home Secretary's Strategic Policing Requirement (SPR) recognises that police forces need to work cooperatively across force boundaries to plan for, and deliver, effective capabilities to tackle threats that stretch from local to national but which require a response that is rooted in local policing.

These threats (such as terrorism, organised crime, public disorder, Child Sexual Exploitation, large scale cyber incidents and civil emergencies) can spread across the country quickly and dynamically. My Police and Crime Plan sets out how Leicestershire Police will deliver the SPR. The preparation for the implementation of regional specialist operations to function across four forces will enhance this capability and help the Force to meet its financial challenge.

Delegations of functions made by the Commissioner

The Scheme of Corporate Governance, issued in May 2013, was reviewed during 2014/2015 and, following the transfer of staff to the employ of the Chief Constable at the end of March 2014, it now incorporates the Scheme of Consent <http://bit.ly/1mzkPxd>

The Scheme of Consent describes how I delegate my responsibilities to a Deputy Police and Crime Commissioner (if appointed), the Office of Police and Crime Commissioner Chief Executive, the police force via senior officers such as the Chief Constable's Chief Finance Officer and the Force Solicitor.

The scheme will be reviewed during 2015/2016.

Collaboration

At a time when budgets are shrinking in all sectors and across agencies, it is essential that we tackle issues in the most joined-up way possible. Through the Strategic Partnership

Board and associated delivery groups, I continue to work very closely with partners. Together we identify strategic approaches that result in measurable and positive changes that benefit our communities and which help all agencies to work effectively and efficiently together.

Leicestershire Police contributes both in time and resource to the shared agenda and I do all that I can to support and encourage partners to do likewise, based on their own responsibilities and priorities.

There is an extensive network of partnerships across the Force area and the wider East Midlands, including the Strategic Partnership Board which has been developed to drive and manage whole-system thinking. The board is supported by an executive group designed to translate strategy into practice and to report progress to the board at regular intervals.

I plan to use the resources available to me to understand better the dynamic relationship between prevention, intervention and reduction of crime and non-crime incidents. By gaining knowledge, I am better able to commission (in collaboration with partners) for outcomes that will have a measureable impact at all three levels. In a time of reducing budgets, there is clearly a need to maximise the resources we all have through increasing intelligence-led commissioning.

I am confident that the existing partnership landscape, with its current joint commissioning arrangements, will help to do this. It is my intention to work with existing and emerging joint / partnership bodies when commissioning outcomes.

My vision involves looking creatively at the provider landscape too, and I am committed to ensuring that the most effective interventions and ideas, whether large or very small, have their value recognised and considered. I am particularly keen that the third sector, charities, social enterprises, voluntary organisations and also small business initiatives remain and grow as part of our provider landscape.

By working together to tackle these themes, using the existing and emerging partnership structures in place, I aim to prevent, intervene and reduce those behaviours and situations which have an impact across all communities and which require extensive police and partnership resourcing to manage. This will entail intervening early, as well as targeting those who cause the most harm and supporting those who are at the greatest risk of harm.

I seek to support existing effective partnerships such as the Multi-Agency Public Protection Arrangements (MAPPA), and the associated Multi-Agency Prolific and Priority Offender Management (MAPPOM) teams which all rely on collaboration to target those who cause most harm, or who are at greatest risk of harm. Likewise, I recognise the value of the existing community safety partnerships (CSPs) and work with them so that our priorities are understood and aligned so that the impact of our collective actions can be maximised.

I intend to continue to contribute to, and support, the many partnership structures currently in place within the Force area.

Police Forces in the East Midlands have worked together formally and informally for many years and recognise that joint working is a sustainable way of delivering a wide range of policing services to the people of the region and at a national level. Considerable momentum and progress has been made in relation to East Midlands collaborations with commitment from all Chief Officers in the five forces making up the region (Derbyshire, Leicestershire, Lincolnshire, Northamptonshire, and Nottinghamshire).

I fully support this approach and see it as being essential to the provision of an effective and efficient police service able to meet the challenges of the present and future. I work with the other Police and Crime Commissioners in the region to maintain or increase this momentum and to seek innovative and effective solutions which will bring down the cost of policing.

I also meet with my PCC peers through the East Midlands PCC Board (EMPCCB) where we seek to find a common understanding and way forward in collaboration, thus ensuring that the interests of Leicester, Leicestershire and Rutland are balanced with the regional and national needs.

Her Majesty's Inspectorate of Constabulary Inspections (HMIC)

HMIC published several reports during the year following Inspections carried out in Police Forces in England and Wales including Leicestershire.

Most notable was a national report published in July 2014 which examined the progress being made by all Police Forces in England and Wales in reducing their overall operating costs whilst continuing to reduce crime, protect residents and maintain high levels of public support.

In awarding Leicestershire three “good” ratings, the report acknowledged that the Force is “*on track*” to achieve its required savings and has a “*sustainable*” approach towards reducing its overall budget in the coming years. It concluded: “*The Force understands the issues it faces and is achieving the required savings today while planning for the future.*”

In August 2014, HMIC published a further report, this time examining the efficacy of crime recording systems and processes used by all Forces. It concluded that the approach taken by Leicestershire is “ethical and highly victim-focussed”. The report praised:

- The Chief Officer Team for providing “strong and visible leadership throughout the organisation with a real focus on crime data integrity”
- The victim focussed approach which it describes as “a credit to the officers and staff representing Leicestershire Police on their front line”; and
- The audit and monitoring processes used by the Force for the recording sexual offences, which it regards as “good practice”.

Leicestershire was also singled out for praise in an HMIC report published in September 2014 entitled “*An inspection of crime prevention, police attendance and use of police time*”. The Force was mentioned in the report as an example of best practice nationally for:

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

Under Section 54 of the Police Act 1996, I am empowered to commission HMIC to carry out inspections of specific matters of policing within their policing area. I did not commission any such inspections during 2014/2015.

Independent custody visiting scheme

Running an Independent Custody Visiting Scheme is one of my statutory responsibilities. Such schemes exist to provide assurance to local communities that they can have confidence in how the police treat people who are held in their custody.

Independent Custody Visitors (ICVs) are volunteers who visit custody suites, in pairs, and speak to individuals who are detained in police custody. Their visits are unannounced and

ICVs are given immediate access to the custody suite on their arrival. Their conversations with detainees focus on the rights and entitlements of the detainee and their general welfare needs. Issues that are raised during the visit and which can be dealt with immediately are raised by the ICVs with the custody staff.

The volunteers also inspect other areas of the custody suite for health and safety purposes. They look, listen, observe and report back on their findings. I then receive their written reports which record the issues raised and the actions taken by the police. The outcomes of all visits are reported to me at the Strategic Assurance Board where discussions take place with the Chief Constable regarding any issues or concerns raised.

Volunteers who undertake the role of an ICV come from a variety of backgrounds and sections of the community. They must be over 18 years of age and have no direct or indirect involvement in the criminal justice system. We currently have 26 volunteers undertaking this role and are recruiting for more to join the scheme.

The team of ICVs is led by a volunteer co-ordinator, who is responsible for ensuring that visits take place as scheduled on the visit rota. It is left to the ICVs themselves to arrange the time and date the visit will take place and this information is disclosed to no other person ensuring that visits are unexpected. The co-ordinator is also responsible for organising and chairing quarterly team meetings.

The current visiting target is for one custody visit to take place every week to each of the primary custody suites. During 2014/2015, a total of 153 visits were undertaken as follows:

- Beaumont Leys – 54 visits
- Euston Street – 51 visits
- Keyham Lane – 45 visits

In addition, three visits were completed at Wigston, during times when the custody suite was open. Unfortunately the target at Keyham Lane was not achieved, due to difficulties within the team, the availability of team members to undertake visits at certain times and the fact that the cell block was closed for refurbishment during part of the year. Changes to the structure of the scheme have already been implemented to make sure volunteers are best able to meet the targets across all three custody suites during 2015/2016.

Visits were carried out on all days of the week and at all times of the day and, occasionally, night. This is crucial in ensuring visits do not become predictable and occur at set times.

During 2014/2015, a total of 1,035 people were in police custody during the time of a custody visit. Of these, 490 were offered a visit from an ICV and 475 (97%) were spoken to.

No major issues or concerns were reported from visits, although a small number of health and safety issues were identified, including the lack of maintenance of kitchen areas, fridge / freezer temperatures not being recorded and out-of-date food found in stores. All issues were resolved promptly.

During conversations between the IVCs and the detainees, the following requests were made:

- 11 for a doctor or nurse;
- 38 for refreshments;
- 22 for phone calls;
- 15 for reading material;
- 21 for blankets;
- nine for an update on their position or time of release;
- eight to see a solicitor;
- seven for exercise / fresh air;
- three for tissues; and
- two for a religious text

All requests were reported to the custody sergeant and the majority were dealt with at the time.

Other issues highlighted during visits were as follows:

- A diabetic detainee reported that she had not eaten since lunchtime the previous day and that she was unable to eat the breakfast options on offer.
Outcome – It was confirmed there was a wider range of breakfast foods available to cater for a variety of dietary requirements. Staff awareness was raised around the available choices.
- Kitchen worktop had missing and chipped laminate and was in need of repair.

Outcome - Repairs were carried out as part of planned improvements.

- Two detained persons - held at different suites, on different dates - reported having being assaulted by an officer from Leicestershire Police.

Outcome - The Custody Inspector was informed who then followed the standard procedure, including speaking with the detainee and informing them of the process to make a formal complaint. Having followed this matter up, I was assured that no formal complaints of this nature were made.

Many of the visit report forms received from ICVs contained positive comments including:

- Detainees were very positive in their comments of how they were treated by custody staff;
- Detainees remarked that their treatment was better than they had received in other Force areas; and
- Prompt admission to the custody suite was reported and volunteers stated they have been received courteously by staff.

I would like to take this opportunity to thank those who give up their time to carry out this valuable work.

Complaints

I scrutinise and monitor how complaints made by members of the public about the police are handled. Every three months I receive data on complaints received at business meetings held with the Force. Between meetings I also undertake my own “dip-sampling” of complaint files. The outcome of this sampling is discussed at the Strategic Assurance Board.

In order to make the complaints process, and outcomes, more transparent, Leicestershire Police is now publishing the [results of misconduct hearings](#) on its website.

There were three complaints received by the PCP relating to the senior members of my office between 1 April 2014 and 31 March 2015.

Subsequent transfer scheme

No transfer of staff from the employ of the Office of the Police and Crime Commissioner to the employ of the Office of the Chief Constable using the Subsequent Transfer Scheme

process (as defined in the Police Reform and Social Responsibility Act 2011) has taken place during the period between 1 April 2014 and 31 March 2015.

Register of interests

A register of my disclosable interests can be found on my website <http://bit.ly/1nvf8S0>

Section 2: Performance against the strategic priorities of the Police and Crime Plan

THEME: REDUCING OFFENDING AND RE-OFFENDING

Strategic Priority 1: Preventing and diverting young people from offending

Measure:

- **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.**

Youth Offending Service, Leicestershire County Council

The Youth Offending Service (YOS) delivers the IMPACT project and community engagement work to reduce the risk of ASB and public-related concerns about young people.

During 2014/15 IMPACT:

- worked with 668 young people in 39 ASB hotspot locations across Leicestershire;
- supported and delivered 47 diversionary activities involving more than 1,500 young people; and
- delivered ASB awareness presentations to 29 schools, reaching a further 4,915 students.

The 'IMPACT Crime and Time' offending diversion project carried out 21 sessions with youth groups and "at risk" groups, reaching 632 young people. These sessions, which highlight the serious implications of crime, were supported by adult volunteer peer mentors who had in the past either served prison sentences or had been subject to community sentences.

Last year the YOS supported and facilitated the establishment of three youth cafes, which organised a range of activities in a bid to reduce ASB.

Leicester City Council

During 2014/2015 there was a reduction in the numbers of those young people living in Leicester becoming "First Time Entrants" (FTE) into the criminal justice system by approximately 15%, down from 215 in 2013/2014 to 182.

The Out Of Court Disposal Panel considers the outcomes for youth cautions and youth conditional cautions, making sure that young people receive an appropriate disposal.

During 2014/2015 a total of 271 cases were considered by the panel, with the methods of disposal comprising:

- Youth Cautions 134
- Youth Conditional Caution 43
- Returned for Community Resolution 52
- Returned for Charge 24
- Returned for No Further Action 11

The panel seeks to divert young people from the youth courts and the criminal justice system and since January 2015 all young people issued with youth cautions are assessed by the YOS (beyond the statutory requirement) to ensure that the best opportunity to prevent re-offending is taken.

The work which began in this last year has seen a strengthening of the partnership between Leicestershire Police and YOS. There is a shared objective of further reducing FTEs and the development of a Gold Standard Record Level Data Sharing agreement will contribute significantly to future joint work.

Integrated Offender Management (IOM)

Staff involved in the IOM programme (involving Leicestershire Police and other partner agencies) have worked hard to develop their understanding of offender needs, using their own local assessment methods, in order to prevent re-offending. They have also been involved at a national level, working in partnership to develop new needs-assessment tools, like the 'Justice Star'. The information these tools provide is now helping to develop plans to prevent offending.

The IOM 'way of working' is also being expanded at a local level and into different areas, such as taking a multi-agency approach towards the problem of street drinkers.

PCC-funded diversionary activities

Time to Move On – Leicester Riders / YOS residential programme

In August 2014, Leicester City Council YOS joined forces with Leicester Riders to deliver a programme which provides a variety of activities to engage high-risk repeat young offenders

alongside short educational sessions. These sessions have focused on knife crime, sex education, substance misuse and ASB. The young people who attended these sessions were thereafter tracked for a six-month period. After the first three months there was evidence of a reduction in re-offending and all were in full-time education. After six months, there was no evidence of any re-offending by any of the participants.

Strategic Priority 2: Reducing re-offending among young people and adults

Measures:

- **Reduction in offending by 18-24 year-olds**
- **Reduction in re-offending by 18-24 year-olds**

Young Adults Project (YAP!), Derbyshire, Leicestershire, Nottinghamshire and Rutland Community Rehabilitation Company

When I hosted the launch event of the project in July 2014, it had already developed 18 system-wide recommendations to reduce re-offending and to improve the response of all agencies to those who commit offences. These were then discussed and agreed at the Strategic Partnership Board and the delivery group of the YAP! began work to implement them. During the year the project has:

- developed a new Transitions Protocol between youth offending and probation services;
- established 'engAge', a team specifically tasked with delivering support and interventions to young people aged 18-24 who are at risk of re-entering the criminal justice system;
- Gained national recognition in March 2015 when it was showcased at the National Transition to Adulthood (T2A) Alliance conference; and
- begun delivering interventions through engAge as part of a conditional caution for young adult offenders.

Integrated Offender Management (IOM)

During 2014/2015 the IOM model was refreshed and broadened in its remit to allow all types of offender assessed as highly likely to re-offend or presenting a high risk of causing serious harm to be considered 'in scope' for management.

In support of this, a 'single referral process' was implemented to access the services of either IOM or MAPPA and to simplify access for practitioners, making the best use of existing programmes.

Additional police resources are currently supporting a revised model of offender management with responsibility for activities resting with the co-located multi-agency team.

IOM offenders also piloted a voluntary tagging scheme, using the latest tag technology, with offenders agreeing to have their movements tracked by IOM staff. This proved really effective, and achieved significant reductions in re-offending rates beyond the 40% achieved across all offenders during the last year. The voluntary scheme not only made a positive contribution to the lives of the individual participants; it enabled police resources to be redeployed into other priority areas of work. Tags have now been adopted as core business, and their use will continue to expand during 2015/2016.

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

Measures:

- **Increase in the number of successful drug and alcohol treatment completions.**
- **Decrease in all re-presentations to drug and alcohol treatment**
- **Reduction in re-offending rates among those offenders entering a criminal justice drugs treatment programme**
- **Reduction in the number of incidents recorded in or near licensed premises during the night time economy hours of 7pm to 7am**
- **An assessment and evaluation of the use of late night levy options through partners with a view to implementation**

The performance measures set to evaluate the successful delivery of these first three priorities are assessed in percentage terms of those who successfully complete treatments programmes. Performance is also measured by each type of substance misused rather than aggregated, since there are significant differentials in potential performance between opiate / non-opiate / alcohol and alcohol and non-opiate.

The evidence data used to assess performance against these priorities is collated by Public Health England (PHE) and is based on the National Drug Treatment Monitoring System

(NDTMS). Unfortunately, there is no baseline data available to allow for meaningful assessment of any improvements achieved, since PHE only started monitoring the current categories in 2014/2015 and comparison data will not be available until later this year (approximately September 2015).

That said, while PHE data is not available to measure the **increase in the number of successful drug and alcohol treatment completions**, some local data for this past year has been collected and shows the proportion of people who successfully complete a structured treatment programme dealing with all types of substance, as the following table illustrates:

	12months to end of Dec'14	12months to end of Mar'15
Opiates	7.8%	8.2%
Non-opiates	21.5%	35.6%
Alcohol	35.0%	40.8%
Non-opiates and alcohol	35.8%	41.4%

When trying to assess the **reduction in the number of those people who re-enter structured treatment within six months of successful treatment** we are limited as only the NDTMS data source is available to monitor the representation rate and there is currently no base line data.

However, Leicestershire Police's Substance Misuse Delivery Plan 2014/2015 has built on existing partnerships and successfully commissioned services for young people and this has resulted in a number of successful drug and alcohol treatment completions through the Criminal Justice Drugs Treatment programme. This has not only helped reduce the number of people re-entering programmes; it has also helped to reduce re-offending. During 2014/2015, there was a 37% reduction in offenders compared to the previous year. The evidence suggests that the programme is highly-targeted in its approach and captures the correct groups.

Comparing last year's figures to those for 2013/2014, and taking a randomly-selected sample of 200 offenders who tested positive at the point of their entry to the system, there has been a 50.67% reduction in offending, with pre-test offences committed by the cohort recorded at 673 and dropping to 332 offences committed by the cohort post-test.

This evidence clearly points to the success of such intervention programmes for those undergoing such treatment. But there is an additional, social and financial benefit to society. Using average national statistics, the financial cost of 673 crimes is £814,194. The cost of 332 crimes is £317,030. Therefore, it is accurate to estimate that these treatment programmes saved the tax payers of Leicester, Leicestershire and Rutland an estimated £497,164 in the last year – not to mention sparing scores of residents from becoming victims of acquisitive crime being committed to fund addiction habits.

To continue to divert low-level offenders from further offending, the Out of Court Disposal pilot was launched in November 2014. Between then and 31 March 2015, some 80 Conditional Cautions and Community Resolutions were issued requiring all recipients to attend an awareness course as part of their disposal. Of these, 67 successfully completed their course.

It should be noted that these figures do not account for the overall total captured via the New Adult Disposal project. From 1 April 2014 to November, when the Out of Court Disposal pilot began, a total of 175 Penalty Notice Disorders (PNDs) were issued through the alcohol awareness waiver scheme. Of this total, 160 elected to go on the course and 135 of them completed it successfully. During the year, a Drug Awareness course was also introduced as an engagement programme for low-level substance misuse.

Leicestershire Police also continues to increase its intelligence about New Psychoactive Substances (NPS), more commonly known as 'legal highs'. Operation Nitrox was launched in August 2014 to raise awareness among officers, key partners and the community (particularly young people) of such substances, and to work more closely in partnership with Trading Standards officers to tackle the supply of NPS.

Since Operation Nitrox was launched, intelligence has increased and a local NPS problem profile is being produced to consolidate this data. Additionally, warning letters have been sent to five local shops which were suspected to be selling NPS, as a result of which:

- one shop voluntarily stopped selling NPS;
- three shops have been the subject of test purchase operations, two of which are now being prosecuted; and
- one shop had a Misuse of Drugs Act Warrant executed and is currently awaiting charge.

Criminal Justice Drug Team, The Derbyshire, Leicestershire, Nottinghamshire and Rutland Community Rehabilitation Company (DLNR CRC)

In partnership with Inclusion Healthcare, the DLNR CRC has contributed significantly to the third strategic priority, using the Criminal Justice Drugs Team to provide substance misuse treatments. In 2014/2015 the team delivered treatments to approximately 1,000 drug and alcohol offenders, and performance data indicates the service achieved significant increases in successful completions with more offenders leaving treatment free of their substance dependency.

This success has been achieved by developing services and by working in partnership with Leicestershire Police. After creating a pilot site for drug and alcohol specific out of court disposals across Leicester Leicestershire and Rutland during 2014/2015, from 1 November 2014, following changes to police out of court disposals, there are now two types of disposal available for drug and alcohol using offenders:

- three-session community resolution - aimed at increasing awareness; and
- six-session conditional caution - aimed at increasing awareness and supporting behaviour change.

Overall a total of 165 community resolutions and 121 conditional cautions were delivered by the Criminal Justice Drugs Team in 2014/2015, aimed at reducing the number of drug and alcohol offenders who previously would not have received intervention if they had been issued with a simple caution or warning. Approximately 5% of those receiving one of these disposals has been assessed as having a far greater treatment and/or prescribing need and as such these individuals have been referred for structured Tier 3 treatment by the Criminal Justice Drugs Team.

In addition, the Criminal Justice Team is looking to partners to help strengthen and deliver its services. Together with Leicestershire Police, it is working on a multi-agency street drinkers management model based on the principles of IOM, aimed at bringing a more robust approach to addressing street drinking in Leicester. The impact of this should be realised this current year.

In addition, to further enhance its approach to support drug and alcohol users released from prison, the team is developing support with “through the gate” specific substance misuse practitioners, to better offer support for priority and prolific offenders with substance misuse issues, as evidence suggests post-release offenders are at the greatest risk of re-offending.

Late Night Levy, Leicester City Council

Proposals to introduce a late night levy were considered during the year by a working group comprising officers from Leicestershire Police and council officers including Councillor Sarah Russell. It concluded that implementation would not progress but that the Late Night Economy Sub-Group of the Safer Leicestershire Partnership would keep that decision under review. Councillor Russell has since confirmed that a Late Night Levy will not be progressed and that the council plans to introduce a business improvement district instead.

Strategic Priority 4: Reducing crime and ASB caused by families in Troubled Families and Supporting Families programmes

Measures:

- **Reduction in re-offending within families engaged in a troubled/supported family programme**
- **Reduction in recorded ASB committed by families engaged in a troubled/supported families programme**

Both the Troubled Families and Supporting Families programmes seek to break the cycle of generation after generation of the most troubled families in Leicester, Leicestershire and Rutland engaging in ASB and crime, and to address poor parenting skills and long term unemployment. Both programmes were launched during 2012 and receive national government funding and investment from local partner agencies.

The families supported by the programmes often have similar characteristics – there is no adult in the family who is employed, children are not attending school and family members are often involved in crime and ASB. These families almost always have other long-standing problems that can lead to their children repeating the cycle of disadvantage. If a family meets the relevant criteria for the programme, a support worker is assigned or they are referred to a service provider for additional support.

The principal aims of the two programmes are to:

- get children back into school;
- reduce youth crime and ASB;
- put adults on a path that gets them back into work; and

- reduce the costs that these families place on public services.

During 2014/2015, nearly 2,000 of all the families across the whole Force area who were involved in ASB also had a young person from that family involved in crime and/or were affected by truancy/exclusion from school. Of those recorded, 1,417 families were from the city of Leicester, 419 were from Leicestershire and 26 were from Rutland. Only seven of the young offenders came from families who were taking part in either of the troubled/supported families programmes. They had collectively committed a total of 18 offences and were already involved in the IOM cohort.

Changing Lives, Rutland County Council

Delivered by Rutland County Council with partnership support, the Changing Lives programme has worked with a total of 26 families during 2014/2015 to deliver practical support and guidance after they have been assessed as needing early intervention or intensive family support.

Seventeen families were assessed as needing intervention for ASB and offending. Ten received ASB-related interventions, or were of equivalent concern, and seven had children between the ages of 10-17 who were engaging in offending behaviours.

The success of the programme is clear to see: after intervention, 59% of the 17 families monitored demonstrated a sustained and significant reduction (60%) in antisocial behaviour, and a reduction in offending by all minors in the family by at least 33% over a six-month period.

Since the start of the programme in 2012, Changing Lives has evolved to offer additional support to families, extending beyond just working with children but also reaching parents and other family members. This ensures that the fundamental concerns within the family are challenged. For example, support is given to offenders to attend court and crucial appointments to help them stay on track to move forwards in their lives.

Supporting Leicestershire Families Service, Leicestershire County Council

Between March 2013 and March this year, the Supporting Leicestershire Families Service has met its Government target to “turn around” 810 families by reducing re-offending and ASB associated with the families.

The service brings together the county and district councils, the Police, health services and a range of other agencies to offer the correct support first time, and a team of 50 family support workers provide these vulnerable families with help to turn their lives around.

THINK Family, Leicester City

Leicester City's THINK Family aims to turn around the lives of those families with multiple and complex needs. The programme is not about offering a new service, but is about building upon existing good work and making it easier for agencies to work together in a complimentary way. Set up in response to the national troubled families agenda, THINK Family has worked with 1,140 families during 2014/2015 and represented 100% of its target group.

THINK Family follows a number of stages: referral, allocations panel, identifying the lead agency, initial assessment, action plan and delivery, with a review of cases undertaken every three months. It seeks to support families where adults in the home are out of work and claiming benefits, where children are not attending school properly or are excluded, and there is evidence of crime or ASB.

To date the programme has achieved impressive results:

- 84% of families on the programme stopped offending;
- there was a 47% reduction in the number of offences committed by those on programme;
- 370 adults found sustained employment;
- 89% of young people showed improved behaviour at school; and
- 79% of young people achieved improved attendance rates at school.

THINK Family has also been heavily involved with other agencies in the criminal justice system to deliver a service that works for the family:

- YOS leads in 10% of cases and provide preventative work through other services;
- IOM provides an input to the THINK Family allocation / triage system with increased sharing of intelligence;
- 45% of cases trigger services for youth crime or ASB;
- an increasing percentage of families receive support from the Youth Service; and
- IOM / Probation staff are trained to adopt a 'whole family' approach

THINK Family has challenged the way that agencies work together and adopted a whole family approach. The family is at the centre of the programme and partner agencies work together to provide a joined up approach to problem-solving. Depending on the circumstances, for example, a different agency will perform the lead worker/practitioner role. Every agency involved develops its workers in the early identification of problems, assessing the families' needs, and supporting the family to achieve the required outcomes. As a result services are also able to achieve cost savings through collaborative working.

THEME: SUPPORTING VICTIMS AND WITNESSES

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

Measures:

- **A victim-focused crime outcome**
- **An increased awareness and use of domestic abuse victim services across Leicester, Leicestershire and Rutland**
- **Continuous improvement in the service provided to victims of domestic abuse offences**

During the 2014/2015 Domestic Violence Protection Notices (DVPNs) and Domestic Violence Protection Orders (DVPOs) were introduced. These aim to provide victims with immediate protection following an incident of domestic violence and to give them time to consider what to do next.

A DVPN is a notice served by the police against a person who is aged over 18 years, where the police reasonably believe that he or she has been violent or has threatened violence against a person and that person needs to be protected.

This can be followed by a DVPO which is an order applied for by the Police and made by a Magistrates' Court. If an order is made it will last for a minimum of 14 days and a maximum of 28 days.

Since June 2014, 61 DVPNs were authorised by Leicestershire Police and of those taken to court, all were made into DVPOs with the following results:

- six were authorised but not used, since an alternative disposal method was achieved;
- 95% were issued for a maximum of 28 days;
- in 67% of these cases, no further incidents were reported during the lifetime of the order; and
- eight resulted in breaches of the DVPO - all of which culminated in custodial sentences.

Project 360 is a multi-agency team led by Leicestershire Police supporting victims of sexual and domestic violence. Funded by the Ministry of Justice, it provides early engagement and intervention with victims, and works closely with Leicester University conducting research with victims to assess whether the team's involvement has had a positive impact.

Specialist point-of-contact officers are employed by the Force's Investigation Unit who receive enhanced training to ensure they deliver a consistent and effective approach towards investigating domestic violence-related offences. In addition, the Police have a specialist team which supports victims of forced marriage – defined as a marriage that takes place without the full and free consent of both parties involved. The “force” exerted in such circumstances can be emotional and psychological as well as physical and can involve one party being threatened. Since April 2015 Leicestershire Police has applied for one Forced Marriage Protection Order (FMPO), a legal document issued by a judge which is designed to protect the person who has been or is being forced into marriage.

The Domestic Abuse Partnership, together with the Leicestershire and Rutland Safeguarding Boards, has supported agencies by developing a consistent approach to identifying and responding to domestic abuse. This includes providing a guidance document for workers from all agencies and creating a comprehensive and continuous programme of training based on the nationally-recognised Domestic Abuse Stalking and Harassment (DASH) Risk Indicator Checklist for assessing risk of harm with regard to domestic abuse.

This last year has seen other significant developments in collaborative services. Leicestershire and Rutland county councils have been closely working with Leicester City Council, Leicestershire Police and myself to develop commissioning for a single and consistent specialist domestic abuse and sexual violence support service across the whole

Police area. This service, which will be in place from December 2015, will ensure the correct support for people who need it and allow them to access such support easily.

Leicestershire County Council's Community Safety Team, working with partners, has also developed a plan to implement an Operation Encompass scheme in Leicestershire. The scheme supports the timely sharing of information between the Police and schools before the start of the school day regarding domestic abuse incidents that may have occurred. The scheme aims to ensure that the response of schools to the behaviour of their pupils takes account of the possibility of domestic abuse, if it is present in the child's family life. The scheme will be implemented during this financial year.

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

Measures:

- **A victim-focused crime outcome**
- **An increased awareness and use of sexual violence victim services across Leicester, Leicestershire and Rutland**
- **Continuous improvement in the services provided to victims of sexual offences**

“Signal” is Leicestershire Police’s specialist team which investigates rape and assault by penetration. It is victim-focused and manages the entire case, from completing medical examinations and obtaining details of the incident through to the arrest of suspects and attending subsequent court proceedings.

The unit has developed strong links with partner agencies to ensure that victims are fully supported in a way that is bespoke to them. It is co-located with the Complex Crime Team and Domestic Abuse Team, and this ensures support is available to the investigative process.

The Signal team also directly contact children’s social care in relation to any child victims to ensure early strategy discussions and a co-ordinated approach to the investigation and support for victims.

Where reports of rape are made by a third party, a special crime recording form is now completed and referred to the Signal team for further investigation, initially with the third party and then with the victim. If the victim is able to offer sufficient evidence to report a rape, the crime will be thoroughly investigated as usual. If this is not the case, the special crime recording form will remain but the attending Signal officer will ensure that the victim has access to the Sexual Assault Referral Centre (SARC) and other referral bodies that may be able to offer help and support.

The SARC is dedicated to supporting those affected by rape and sexual assault in Leicester, Leicestershire and Rutland. It has a team of specially-trained staff who understand the impact rape and sexual assault can have on people's lives. The Signal team also provide training and information to colleagues within the Force and in partner agencies to increase awareness of the SARC's services and referral opportunities. The SARC website was launched at the end of 2014, providing an interactive forum for users, and the SARC is to be relocated to new premises this autumn and will provide improved facilities for victims.

To ensure that the services provided genuinely help to support victims and witnesses, research and analysis is carried out on all sexual offences to establish emerging series or trends. This information is regularly shared with partners at safeguarding and Signal meetings. There are, in addition, other mechanisms used to ensure the continuous improvement of services provided to victims of sexual offences, and these include:

- the use of behaviour and geographical profilers on a case-by-case basis, in consultation with the Regional Review Unit;
- the development of bespoke investigation plans for all sexual offences;
- appointing detectives (in specialist units where applicable) to take responsibility for the investigation of serious sexual offences;
- completing checks (as recommended by HMIC) on all foreign nationals identified as suspects for sexual offences;
- bi-monthly meetings with staff in the Crown Prosecution Service to review files;
- requiring Detective Inspectors to "sign off" all investigation files, to ensure the quality of those files;
- a training programme delivered by Signal staff regarding the skills required to interview suspects and witness;
- only the Force Crime Registrar can record and file a case as "no crime" following an investigation;

- the co-location of Independent Sexual Violence Advocates within the Signal team to ensure early referrals and a more co-ordinated support system for victims;
- the continuing development of serious crime documents which now include data from partners as well as the Police; and
- the (continually low) attrition rates at court within Leicestershire, Leicester, Rutland and the East Midlands region as a whole.

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

Measures:

- **A victim-focused crime outcome**
- **An increased awareness and use of hate crime victim services available across Leicester, Leicestershire and Rutland**
- **Continuous improvement in the service provided to victims of hate crime offences**

There are a number of local initiatives which support positive outcome for victims and witnesses of hate crime offences, in which Leicestershire Police is a key partner:

- **Keep Safe Places / Keep Safe Cards** - temporary safe places such as shops, libraries and council offices where people affected by hate crime can go when they feel scared or worried. There are approximately 50 such designated locations across Leicester, Leicestershire and Rutland;
- **Hate Crime and Health Project** – This project develops a “health” response to victims of hate crime. It includes an e-learning package for staff at the University Hospitals of Leicester, Leicestershire Partnership Trust, East Midlands Ambulance Service and the local Care Commissioning Groups;
- **Hate Crime Scrutiny Panel** – Leicestershire Police has its own Hate Crime Scrutiny Panel whose members represent our many diverse communities. The panel reviews hate crime investigations from the point of reporting through to filing, to identify good practices and, where necessary, to makes recommendations for areas for improvement;
- **Stamp It Out** – Leicestershire Police continues to develop a mobile version of the Stamp It Out website, which will allow it to broaden its reach and increase accessibility;

- **Easy read leaflets** – these have recently been rewritten and include topics on hate crime and ASB. Leicestershire Police is also producing a British Sign Language video about hate crime for people with hearing difficulties;
- **Hate crime advert and Haymarket Roadshow** - my office funded the production of a hate crime video advert and included an introduction from myself. This was shown on a large video screen in the Haymarket Shopping Centre for a week as part of a community roadshow; and
- **Mencap “Speak Up Report Hate Crime”** – my office funded Leicester’s local Mencap Advocacy Service project called “Speak Up Report Hate Crime” and Leicestershire Police is supporting the local Mencap leaders to run workshops across Leicester.

The partnership work that is being undertaken across Leicestershire, Leicester and Rutland is having a positive influence in increasing awareness of hate crime and helping to increase the overall number of reported incidents and crimes which can then be investigated, as the following table highlights:

Reports (incidents & crime)	2013/14	2014/15
Disability	54	90
Race	1041	1047
Religious / Faith	122	105
Sexual Orientation	119	123
Transgender	21	22
Other	8	21
Total	1365	1408

Between 1 April 2014 and 31 March 2015 a total of 937 hate crime investigations were completed. Of those 399 (42.5%) resulted in the offender being charged, summoned, cautioned, or give a community resolution. In March 2015 the satisfaction rate for all hate crime types was 82.8%.

Community Safety Team, Leicestershire County Council

Leicestershire County Council’s Community Safety Team has continued to provide training for community reporting centres for hate incidents and will continue to review the reach of its centres. They are in place to provide more accessible opportunities for people to report hidden issues of hate in our communities so the relevant agencies can respond more effectively and in partnership with each other.

Strategic Priority 8: To prevent antisocial behaviour and to continuously improve the quality of service and response to victims of ASB

Measures:

- **Continuous improvement in the service provided to victims of antisocial behaviour**

Between April 2014 and March 2015 the victim satisfaction rate for service in relation to ASB was 79.1%.

New ASB legislation came into being during the last year. This consolidated and simplified some of the existing legislation and also provided some additional policing powers. A large number of Leicestershire Police staff were trained in the new legislation and the force will use its full range of powers whenever it is appropriate so to do.

From February 2015, as a result of the Force restructure, neighbourhood policing team were given more time to focus on problem-solving initiatives in the community and this is expected to further reduce ASB, especially in cases where people are being repeatedly victimised.

There have been improvements made to partnership databases over the years to enhance the recording and assessment of ASB incidents. The multi-agency partnership is now in the process of commissioning a review of ASB case management to ensure that systems and processes for the sharing of information and managing ASB cases remains fit for purpose in the future.

Community Safety Team, Leicestershire County Council

Leicestershire County Council Community Safety Team has led the development of a consistent approach across the area looking at community triggers for ASB and this approach will facilitate the use of the new powers granted under the 2014 legislation.

The team has also been co-ordinating campaigns and the communication of consistent messages regarding ASB through its delivery group. It has also been working with partners to align the approaches taken towards ASB with those taken towards hate crime incidents, in order to ensure effective responses to incidents whether they constitute criminal offences or otherwise.

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

Measures:

- **Continuous improvement in the service provided to ‘all crime*’ victims**

* All crime – As defined in the Home Office Surveying Counting Rules

During 2014/2015 survey results recorded that 81.8% of respondents were satisfied with the service they received from Leicestershire Police (compared to 85.8% in 2013/2014).

The Witness Care Unit provides support and information to victims and witnesses once a suspect has been charged with an offence. Support is prioritised towards those victims and witnesses who demonstrate the greatest need, for example those who are vulnerable or intimidated, those involved in cases of hate crime, or those who have particular support needs.

The initial assessment of the impact and benefits of officers wearing body-worn video cameras to video crime and ASB-related incidents indicate an increase in public confidence in the Police as well as improved chances of successful prosecutions. The use of body-worn video is now being rolled out across Leicestershire Police, thanks to us securing Home Office Innovation funding. This initiative not only serves to improve the quality of service and the response to victims of crime; it also has the added benefit of affording greater personal safety protection for the officers wearing cameras.

Victim First

During 2014/2015 we put in place the foundations for a new service dedicated to victims in Leicester, Leicestershire, and Rutland. The service will be known as Victim First and its service model has been designed around the victim’s journey as they travel through the criminal justice system.

Victim First aims to be a service that will meet the needs (in terms of information and advice) of victims of crime and facilitate the referral to, and deployment of, bespoke support services to help victims cope and recover from crime. In addition, Victim First aims to embed restorative practice into its contact with victims and be able to offer and facilitate options for them if they wish to consider contact with the offender.

Funded by my office, Victim First is due to be launched this October.

THEME: MAKING COMMUNITIES AND NEIGHBOURHOODS SAFER

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

Measure:

- **Continuous improvement in the confidence rate reported in the community-based survey that the 'Police are doing a good job'**

Results from the survey undertaken during the last 12 months show that 84.6% of respondents said that the Police are doing a good job in their area (compared to 79.5% in 2013/2014).

The progress that has been made with public confidence in the Police across a range of service delivery areas places the force in a good place. Of equal importance, the insight that surveys provide enables the Force to continuously improve how it delivers service, particularly for victims and witnesses.

Over the past year, the Out of Court Scrutiny Panel has reviewed around 120 criminal cases that were concluded by way of an 'out of court disposal'. The intention in scrutinising these decisions is to increase the public's understanding and trust in such disposals and to identify areas for policy and practice development.

Strategic Priority 11: To reduce all crime

Measure:

- **A significant reduction in 'all crime'**

During 2014/2015 the total number of crimes reported to Leicestershire Police reduced by 2.7%, from 60,752 offences to 59,110 offences. This equates to a drop of 58.9 crimes per 1,000 head of population in 2013/2014 to 58.1 crimes per 1,000 head of population last year. This is a significant achievement given the inexorable rise in Leicestershire's overall population which now stands at 1,017,697 people. Indeed, in March 2003, the Force recorded 103.6 crimes per 1,000 population. Today, 12 years on, that crime figure has all but halved.

Leicestershire Police continues to develop its “evidence-based practice” approach in order to further reduce crime. It uses its substantial links with academic establishments, other police forces and the College of Policing, and is supporting Randomised Control Trials (RCTs) to ensure better understanding of what works in policing, where and why.

The reduction in overall crime is thought to be due to several factors, including:

- Effective IOM diversion;
- effective patrol strategies and crime prevention activity;
- the targeting of the high risk offenders; and
- the increasing effect of early interventions.

The effective management of crime across Leicester, Leicestershire and Rutland requires daily scrutiny and drive which is delivered by the Daily Management Meeting (DMM), and I can say with confidence that each neighbourhood policing area is working hard to protect our local communities through the targeting of those suspected of prolific offending and those geographic locations known to be crime hotspots.

Leicestershire Police has been at the forefront of innovative crime prevention techniques, for example through the use of the latest technology to tackle vehicle and cycle crime, the use of electronic matrix boards to provide deterrent information to travelling criminals, farm watch, church watch and the deployment of volunteers on horseback in Rutland.

In October 2014, a number of high risk individuals were released from prison. This coincided with an anticipated seasonal increase in crime due to the clocks going back and the onset of darker nights, and it led to a particularly busy period for the Force. A large number of these high risk individuals are not influenced by IOM, and the Force needed to adopt a “catch and convict policy” to bring their offending to a halt. Outstanding teamwork was evident throughout, and led to the arrest, charging and remanding into custody of a significant number of these high-risk offenders which, in turn, had a substantial impact on crime levels.

Shop theft and cycle theft, two areas that traditionally account for a high number of reported crimes, have also been reduced during the year, thanks to excellent on-going partnership working which have delivered a combination of crime prevention tactics and the use of technology to catch the perpetrators.

Criminal damage remains a significant contributor towards the overall crime figures. Often, but not always linked to ASB, this offence can be a difficult one to address given its sometimes sporadic and random nature. Where, however, it is linked to ASB and trends and hotspots are identified, the problem-solving approach, adopted by the neighbourhood policing teams and local partners and communities, has allowed significant in-roads to be made.

By focusing on those causing the most harm, and by supporting the most vulnerable in our communities, the Force has seen significant drops in the reports of ASB and associated reports of damage. The increased visibility and greater presence of dedicated neighbourhood officers achieved by the recent Force restructure will allow us to focus even more on such issues.

As society changes and technology develops, so too does the profile of crime. An increasing use of social media and electronic devices in general has seen a significant volume of crime move from the street to online, for example in the form of harassment via Twitter or use of the internet by criminals to commit fraud. Crimes such as these are on the increase as technology makes it easier for criminals to increase the scale and scope of their enterprises from anywhere in the world.

To address this, Leicestershire Police has delivered the College of Policing's on-line cyber crime training packages to more than 80% of its staff, coupled with more detailed mainstream cyber crime training to several hundred officers. They, in turn, have been able to share this enhanced expertise with their colleagues, allowing them to investigate crimes more effectively and efficiently.

A specialist team has also been set up of eight Digital Media Investigators, officers with specialist knowledge and skills who can provide support across the policing spectrum from serious crime investigations such as murders and high-risk missing persons enquiries through to the recovery of evidence from a Smartphone or laptop relating to harassing e-mails. As all of us increasingly leave a digital footprint wherever we go, policing needs to be able to access this data to protect our communities and investigate crime, and such investment will continue.

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

Measures:

- **A significant reduction in burglary**
- **Continuous improvement in the satisfaction provided to victims of burglary**
- **A victim-focused crime outcome**

In response to this priority, Leicestershire Police has made sustained efforts in its fight against burglaries using one of the most high-profile policing initiatives codenamed Operation Tiger. By working together and combining resources, the operation aims to protect communities and reduce crime and ASB in Leicester, Leicestershire and Rutland.

During 2014/15 offences of domestic burglary reduced by 3.5% compared to the previous year (a drop from 4,050 offences to 3,935 offences). That means that last year there were 4.1 burglaries per 1,000 households, compared to 4.2 in the previous year.

The victim satisfaction rate for the year was recorded at 88.2%.

The identification, arrest, charge and remand into custody of high-risk offenders, particularly burglars, is making a real difference to the safety and well-being of our communities. The coordination of work through the (DMM) ensures that resources are efficiently maximised and deployed, and this is underpinned by the use of the proactive overtime funding to boost support into high-risk areas. It is possible to more effectively manage burglary spikes each week, not least by fast-tracking forensic evidence where available and appropriate to bring offending to a quick end.

All the neighbourhood policing areas have instigated proactive crime operations throughout the year to target prolific criminals, community concerns and chronic crime. For example, Operation Umbel is a long-standing operation to manage student burglaries in Loughborough and Market Harborough which continues successfully to use the fixed and mobile Automatic Number Plate Recognition (ANPR) capability for Operation Barnacle, a multi-agency, multi-force operation which targets travelling criminals throughout the south of Leicestershire.

In addition to this, it has been possible to protect our local communities from organised travelling criminals who have been committing dwelling house burglaries across Leicestershire and the wider Midlands region. Both Operation Serpent and Operation Sequin targeted, arrested and charged 10 suspects involved in these offences, with both operations using the specialist skills of various force and regional departments including CID, Force Targeting Team, East Midlands Specialist Operations Unit (EMSOU) and the Road Crime Team. This was a significant investment and proved hugely successful in the significant impact it had on crime across the Force area.

By continuing to work closely with our communities, and adopting a proactive and risk-assessed approach using all force assets, Leicestershire Police been very successful in identifying emerging threats and tackling these quickly and effectively, in turn reducing and preventing crime.

The Force underpins its operational activity by developing and promoting seasonal burglary reduction communications campaigns, such as the “autumn lights on” campaign, using all forms of traditional and social media in order to raise awareness and promulgate support and advice to local communities.

Strategic Priority 13: To reduce “Violence against the Person with Injury” and ensure a positive outcome for victims

Measures:

- **A significant reduction in violence against the person with injury**
- **Continuous improvement in the satisfaction provided to victims of Violence against the Person with Injury offences**
- **A victim focused-crime outcome**

The number of offences categorised as “violence against the person with injury” fell by 3% during 2014/2015 compared to the previous year’s figures, a drop from 5,052 crimes in 2013/2014 to 4,884 last year. Last year, customer satisfaction rates for the Force’s performance in this area was 73.3%.

Domestic Violence accounts for a proportion of this category of crime, and during the last year a great deal of work was undertaken by the Force and in partnership with others to better understand such crimes and identify new ways of preventing them from occurring. Through this process, the Force was better able to identify repeat Domestic Violence victims and perpetrators. This, in turn, helped to develop the most appropriate approach towards each victim and ensure that a strategy was put in place to reduce victimisation. Some innovative work was carried out to improve the awareness of DASH and its use as a risk management and identification tool across all agencies for Leicestershire, Leicester and Rutland, including non-specialist staff who work for Leicestershire Police.

Regarding other types of violent crime, such as those offences involving the use of edged weapons, a focused review was carried out and as a result initiatives were developed to support enforcement, prevention and awareness activity. This has led, for example, to the development of planned education and awareness initiatives targeting specific groups like young people in schools and in children's homes. There was an increase at the start of 2015 in offences involving edged weapons, and further research helped to develop a greater understanding not only of the profile of victims and suspects, but helped to develop new approaches to combat the problem. This research has been shared with partners including local health providers to further enhance our collective understanding of these issues.

Work was conducted with door staff and licensees at locations in the city and in both Leicestershire and Rutland to improve compliance with relevant legislation and to share best practice aimed at reducing violent crime. As part of this approach, a pilot scheme was launched in Loughborough issuing door staff with breathalyser devices to educate the public about sensible drinking levels. This and other initiatives are aimed at reducing the risks associated with excessive drinking and violence.

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

Measures:

Theft from motor vehicle

- **A significant reduction in theft from motor vehicle**
- **Continuous improvement in the satisfaction provided to victims of theft from motor vehicle offences**

- **A victim-focused crime outcome**

Theft of motor vehicle

- **A significant reduction in theft of motor vehicles**
- **Continuous improvement in the satisfaction provided to victims of theft of motor vehicle offences**
- **A victim-focused crime outcome**

Vehicle crime, which has disappointingly risen from 6.5 crimes per 1,000 people to 7.1 crimes per 1,000 people in the last year, is categorised in two separate classifications: theft of motor vehicles and theft from motor vehicles.

During the reporting period, there has been a significant increase in the number of reported theft of motor vehicles, many of which have been low-powered motor cycles / mopeds. It is clear from the investigations and locations of the offences that these are predominantly being used for the purposes of so-called “joy-riding” and are intrinsically linked to ASB. In response, a number of crime prevention measures and problem-solving initiatives have been put into place in the most affected areas, and partners are actively engaged in order to combat this issue and to reduce offending.

The theft of catalytic converters continues to be an issue and recorded incidents are directly linked to the price of metal (given the metal inside the converters). Historically certain types of vehicles have been more susceptible to being targeted for such thefts, including 4x4s and vans. Crime prevention advice has been distributed to owners of vehicles and work continues with manufacturers looking at how manufacturing processes can change to reduce vehicle vulnerability. A response plan directed at intelligence gathering and the stop checking of suspect vehicles is on-going. The plan also involves officers making regular visits to scrap metal dealers to identify potential sources of metal disposal.

Since January 2015 there has been an increase in theft from motor vehicles, particularly involving power and hand tools being stolen from vans owned by tradesmen. In response, Leicestershire Police has mounted two operations specifically designed to tackle this:

- **Operation Architect** – this focuses on known suspects believed to be involved in this type of criminality and involves overt and covert tactics. As a result, eight people have been arrested for numerous offences across a number of force areas; and

- **Operation Cheetah** – this Leicestershire-based operation makes use of resources from specialist police teams. Again, using both overt and covert tactics, recent enforcement activity has resulted in the arrest of six people in connection with the theft of tools and the retention / disposal of tools to the value of £500,000. These tools have been recovered and a major communications campaign is underway to reunite the tools with their rightful owners. Additionally, seven motor vehicles used in the commission of those crimes have been recovered and two caravans have been seizure which are believed to have been purchased with the proceeds of such criminality.

Such highly-targeted enforcement activity is helping to deliver an overall reduction in thefts and a reduction in these types of crime.

THEME: PROTECTING THE VULNERABLE

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

Child Sexual Exploitation (CSE) is a form of sexual abuse that involves the manipulation and/or coercion of young people under the age of 18 into sexual activity in exchange for things such as money. Leicestershire Police has a strategy to ensure the prevention of child abuse and CSE and this also looks at the best approaches to partnership working to provide a safe and supportive environment for victims and witnesses.

During 2014/2015 the strategy has delivered many relevant activities to help better protect vulnerable children. These include:

- the creation of a dedicated and highly-trained CSE team with a referral desk for CSE and a Paedophile Online Investigation Team (POLIT) and specialist functions;
- continuing work to implement the recommendations from the Ofsted Missing Children Report 2013 and the National Police Chief's Council (NPCC) CSE Action Plan;
- regular community consultation meetings held in response to Operation Fedora/Kilroy;
- social workers now working alongside teams dedicated to finding missing people to improve identification and management of missing children at risk of CSE;

- the development of a communications plan by the Multi Agency Safeguarding Children's Board Sub Group that includes working with a school theatre group to raise awareness of CSE among young people – to date the group has performed to more than 700 young people in Leicester, Leicestershire and in Rutland (see below); and
- Leicestershire Police delivered CSE training and awareness to parents and professionals in three open sessions at its headquarters in Leicester.

On 2nd September last year, following the publication of the Alexis Jay report into CSE in Rotherham, I required the Force to conduct a wide-ranging review going back 20 years into CSE in Leicester, Leicestershire and Rutland. We all vividly remember the sense of shock and outrage we felt when hearing about the systematic abuse of 1,400 children in Rotherham, and I felt it was critical that we examined our own past to determine whether our own children had been properly safeguarded.

The result was Operation Sepia, which involved a team of officers and support staff conducting nine separate audits of existing records and systems going back to 1994.

Importantly, the team excluded from its work any analysis of victims who already featured in two other, live enquiries relating to historic CSE in Leicestershire.

As a team of auditors examined each and every record, they asked themselves a series of questions:

- Did they feel the person had been a victim of CSE?
- If so, had that been identified by the Force, and had it been properly investigated?
- If the Force hadn't investigated the matter, had another agency, and if so, which agency?

An analysis of nearly 7,000 individuals contained within various databases led the auditors to look closely at a total of 866 individuals who may have been either victims or potential offenders. Further research led to a total of 116 records which appeared to contain some element of potential CSE.

Further analysis suggested the majority of these had been fully and properly investigated at the time, leaving 32 which the auditors were unsure about, and handed these over to a team of detectives for "moderation".

At this stage, 22 cases were deemed to have been properly investigated, leaving 10 which were then sent for further analysis by the Regional Review Unit. And following their further scrutiny, a total of five cases were considered worthy of re-investigation. New investigations are now being carried out into these five, unrelated, cases by a team of specialist detectives under the supervision of a Detective Superintendent.

Although I was reassured by the findings of Op Sepia, I recognise that more needs to be done, in partnership, to combat the threats posed to today's children from those who would seek to commit child sexual abuse and exploitation.

Accordingly, in my budget for this current year, I have made available up to £2m from reserves to support innovative schemes aimed at combating the types of crimes, including CSE, which threaten the most vulnerable people in society. Bids are currently being assessed and those chosen for funding will be implemented in this current financial year.

The Community Safety Team, Leicestershire County Council

During the year, Leicestershire County Council's Community Safety Team has been promoting the Keep Safe Places for people who feel vulnerable in our town centres. The team has been focusing on support for vulnerable adults and conducted a review of these services to ensure they are fit for purpose. The team has also been exploring how vulnerable adults can make use of the facilities provided by Warning Zone, an interactive learning zone for young people, particularly the new online safety zone.

Report from the Chair of Leicestershire and Rutland Safeguarding Board

The CSE, trafficking and missing subgroup is part of the Leicestershire and Rutland Safeguarding Children Board and is a joint sub-group in partnership with Leicester City Safeguarding Board.

Over the last 12 months the subgroup has been reviewing its role and widening the number of agencies represented at its meetings. New members include further representation from the NHS, such as pharmacist and urgent care providers, who see young people in their health settings, plus education representatives and head teacher membership.

The group's work has included developing the CSE awareness campaign 'Spot the Signs' which has been rolled out to licensed premises such as hotels, B&B's and taxi companies and resulted in increased referrals. The campaign builds on the existing media campaign that was targeted at schools, community groups and parents.

Underpinning the Spot the Signs campaign is a drama production company called Chelsea's Choice, which has toured schools across Leicester, Leicestershire and Rutland to deliver its CSE awareness-raising messages to schoolchildren. The experienced drama production tells the story of a young girl's experience of CSE and tells a valuable and powerful lesson to help increase awareness of CSE. The staging of this production has also generated some disclosures which have been investigated by Leicestershire Police and social care.

A quarterly dataset to monitor success has been produced from agencies along with the development of comment and analysis, which will begin to provide a more detailed picture and will in turn assist in targeting the provision of future services where they are needed. This includes voice work and direct input from young people into what they expect services to provide them in terms of meeting their needs and fighting these terrible crimes and protecting the most vulnerable from perpetrators.

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

Measures:

- **Review and streamline conveyancing of patients across partner agencies leading to better use of resources**
- **Deliver mental health training to front line operational 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**

These "measures" form the priority pieces of work for the Mental Health Partnership Sub Group, supported by the Mental Health Partnership Development Manager.

The transport of patients, in particular those who need secure transport, continues to be an area for improvement in Leicester, Leicestershire and Rutland. The Chief Constable and I continue to work with partners to create a more efficient service provision. A jointly agreed policy on mental health transport will be in operation this year with the intention to reduce the risk to service users and enable a more coordinated multi-agency response.

In partnership with the city and county councils, I have co-commissioned a programme of mental health first aid training, focused on developing the frontline response of a multi-

agency cohort of professionals and the programme will be delivered by a multi-agency group of instructors. Training will be delivered to not only develop the awareness of mental health among professionals, but also further the understanding of other professional practice. This approach is anticipated to advance the joint partnership approach to mental health support and provision.

An overarching joint policy on mental health provision has been generated, within which a growing number of joint protocols will be created. Existing documents are being replaced to make the approach to joint working easier to understand and implement with organisational support at all levels.

The introduction of the Mental Health Partnership Manager role in November 2014 demonstrates the emphasis that I have placed on the mental health agenda. The post holder is supporting a programme of additional work going beyond the concise measures of the plan and building on the existing good practice shown in Leicestershire.

In this reporting period and working with partners, I have continued to support nationally recognised work in regards to street triage, a scheme for which Leicestershire was a trailblazing site, and liaison and diversion, which it was a wave one national site. Leicestershire's Mental Health Triage Car service, a partnership between Leicestershire Police and Leicestershire Partnership Trust, has reduced Section 136 Mental Health Act detentions by approximately 66% in comparison to 2012 data. In real terms this means a far superior service to the public where a detention is avoided through support from a partnership team. This nationally-acclaimed service is currently being reviewed with a view to development and expansion.

The result of the work performed over the last year is the creation of a far more effective partnership working environment. This will pay dividends over the coming reporting period and provide a much improved service to the community. I continue to support the work delivered as part of the Crisis Care Concordat of which Leicestershire was one of the first areas to submit an action plan. Looking forward to the next year of reporting, Leicestershire is in a strong position for delivery of my Police and Crime Plan priority and support partners in the delivery of the Crisis Care Concordat.

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

Measures:

- **Reduction in number of missing person reports**
- **Reduction in reports received from the nine key locations**

In support of this priority, greater collaborative working among partner agencies has been developed and significant insight gathered. As a result, social workers have now been co-located with officers and staff working in the “missing” and CSE teams to improve the safeguarding approaches. Moreover, the Leicestershire Children’s Safeguarding Board has agreed to recruit a Returns Interview Co-ordinator, after a successful bid to my funds to finance the post, which will help develop a greater understanding of why people repeatedly go missing.

Problem profiles now exist for the most prevalent repeat missing persons and these names are now discussed at regular multi-agency meetings to identify the issues and reduce the reports even further.

Overall, the numbers of missing persons reports have continued to decrease over the last year.

THEME: THE FINANCIAL CHALLENGE

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

Measures:

- **A vision for Leicestershire Police that is radical, challenging and will deliver the policing priorities set out in the Police and Crime Plan within the resources available**
- **Evidence-based business cases for change, developed from and based on current project mandates and options under consideration**
- **Implementation of options approved through the Leicestershire Police Change Board**

Savings for the financial year 2015/2016 have largely been delivered through the implementation of the new policing model (Project Edison) which was implemented in

February 2015, alongside continuing efforts to deliver as many non-staff efficiency savings as possible.

The new policing model consisted of an end-to-end review of frontline processes and how work flows through the organisation. Leicestershire Police completely reviewed its policing requirements for the communities we serve and looked at how it could better meet needs. These included protecting and enhancing local delivery of neighbourhood policing, within reducing budgets. The savings from this new policing model will amount to £10.2 million each year.

Section 3: Reports from the Community Safety Partnerships

Blaby and Hinckley & Bosworth

From Councillor David Bill MBE and Councillor Anthony Greenwood MBE, Joint Chairs, Blaby and Hinckley & Bosworth CSP (2014/15)

The Hinckley and Bosworth and Blaby Community Safety Partnership is a group of agencies and partners who work together to tackle those issues of crime and disorder of most concern to our borough and district.

During the year we have worked hard together to ensure communities are safer by tackling crimes such as burglary and vehicle crime, by communicating crime prevention messages and using enforcement. Targeted campaigns have been delivered to tackle any seasonal increases in crime and disorder and to ensure that people are aware of how to report issues and access support when needed.

The partnership has provided support for victims. This includes outreach support for more than 400 victims of domestic abuse (including 27 male victims), delivery of therapeutic work with 97 children who have witnessed domestic abuse and five group work sessions throughout the year aimed at ending the cycle of domestic abuse. We have delivered a home security scheme which has seen 111 properties made safer for people who were vulnerable to crime or were at risk of harm.

The partnership has also worked hard to prevent and divert young people from offending. We have delivered prevention and awareness work to over 2,200 young people with sessions on subjects such as sexual health, antisocial behaviour, cyber bullying, drugs and alcohol, helping them to make informed decisions and understand the consequences of their actions. The partnership has also provided activities and coaching for young people to divert them away from offending.

ASB has continued to be a priority for us. We continue to develop good practise in dealing with ASB. Unique partnership arrangements via the Endeavour Team and safer streets campaigns in both areas have ensured we are working directly with our communities to tackle ASB issues.

These are just some of the initiatives the partnership has delivered this year which have contributed to the PCC's strategic priorities and we will continue to deliver work that positively contributes to these priorities over the coming year.

Charnwood

From Councillor Jenny Bokor, Chair, Charnwood CSP (2014/15)

Charnwood's Community Safety Partnership 2014/15 Plan was informed by the findings of a strategic assessment, which took account of national, regional and local priorities, including those outlined within the Police and Crime Plan.

The three broad themes of crime, ASB and community confidence were supported by the following priorities:

1. Reduce burglary, vehicle crime and business crime
2. Reduce violent offences
3. Provide services and support for domestic abuse victims and their families
4. Reduce the incidences and consequences of fire
5. Reduce cycle theft
6. Reduce ASB
7. Increase ASB satisfaction
8. Support high risk and repeat victims of ASB
9. Increase reporting of hate related ASB
10. Improve response to victims and perpetrators of ASB who are experiencing mental health issues
11. Reduce the level of fear and crime and ASB
12. Reduce road traffic collisions

Throughout the year, we have worked collaboratively to reduce all types of crime. Although domestic burglary and vehicle crime remain a major challenge for the partnership, significant reductions have been achieved in the areas of commercial burglary (down by 19.6%), violence against the person with injury (down by 21.8%) and cycle theft (down by 27.3%).

Over the last six months, the partnership has introduced and is piloting a multi-agency antisocial behaviour hub. This aims to enhance multi-agency working by improving the inter-professional relationships that remain critical to the success of managing ASB within the borough. It has also delivered Hate Incident Awareness Training to more than 50 frontline staff. I believe that the actions we have taken are already contributing to higher satisfaction within communities.

Harborough

From Councillor Bill Liquorish JP CC, Chair, Harborough CSP (2014/15)

Harborough District Community Safety Partnership has supported a number of PCC objectives in 2014/15. This includes:

1. Preventing and diverting young people from offending

OPCC funding has allowed us to take youth workers out to our villages during February and October half terms to provide diversionary activities and engagement work in previous ASB hotspots.

2. To increase reporting of domestic abuse and ensure a positive outcome for victims and witnesses of domestic abuse

Funding provided additional local outreach workers for domestic abuse across Harborough and Melton's JADA workers (Journey Away From Domestic Abuse). Funding was also used to provide target hardening for domestic abuse victims such as door and window locks.

3. To increase reporting of hate crimes and ensure a positive outcome for victims and witnesses of hate crime offences

Participation in county and local awareness campaigns has meant that in the 12 months to September 2014, Harborough district saw an increase in the reporting of hate incidents and offences, rising from 39 to 47 reports.

4. To reduce domestic burglary and ensure a positive outcome for victims of burglary offences

Using OPCC funding we provided a target hardening service for victims of burglary and vulnerable people, in particular focusing on those that may be victims of distraction burglary.

Leicester City

From Councillor Sarah Russell, former Chair, Safer Leicester Partnership (2014/15)

The vision of the Safer Leicester Partnership (SLP) is:

To ensure that all citizens of Leicester and visitors to the city feel safe within their communities and benefit from an improved quality of life and wellbeing as a result of partnership action to reduce crime and substance misuse.

The SLP focuses on a number of areas such as the reduction in ASB, overall crime, alcohol harm, domestic and sexual violence, repeat offending and the improvement in safeguarding.

During the period 2014/15 we have seen many successes in performance. These have been attributed to the roll out of a number of multi-agency initiatives to reduce the levels of crime and ASB within the city. We have continued to see positive results for victims of Domestic Violence and abuse as a result of commissioning an integrated support service, focused on both victims and perpetrators of Domestic Violence. We continue to learn and embed findings from our Domestic Homicide Reviews.

We have made use of the new ASB legislation and introduced a citywide Public Spaces Protection Order (PSPO) to deal with street drinking and ASB; this work has been bolstered by a dedicated Alcohol Outreach Worker post. Further to this, our substance misuse work (both alcohol and drug) have seen positive effects in terms of hospital admissions and completions on programmes.

We continue to work collectively to deal with crime and ASB within geographic locations by understanding the role individual partners can play in dealing with the issues raised. This includes initiatives such as Operation Ingenious Outbreak.

We have identified crime patterns related to specific times of the year that coincide with key events and as a result also identified a range of initiatives through the “Celebrate Safely” campaign.

The SLP works to its strength; which is the positive engagement and contribution made by a range of partners in a multi-agency setting.

Melton

From Councillor Malise Graham MBE, Chair, Safer Melton Partnership (2014/15)

The Safer Melton Partnership is a strong, positive and vibrant partnership that involves a number of agencies working together to make our borough a safer place for all our residents

to live. We have worked hard over the last 12 months to help reduce crime and support victims of crime through our 'Communities against Crime Project', funded by the Police and Crime Commissioner.

We have made significant improvements in reducing ASB and giving burglary dwelling victims more support and advice. For 2015/16 the Safer Melton Partnership will focus on crime prevention in our rural communities and use existing agency resources to fund activities that are priorities of the Police and Crime Commissioner and the Safer Melton Partnership, such as reducing re-offending and burglaries in our borough.

As Chairman of the Safer Melton Partnership my aim over the next year is to develop even further the great partnership working that exists in Melton and support the Police with the changes they are making to policing in our community."

North West Leicestershire

From Councillor Trevor Pendleton, Chair, Safer North West Partnership (2014/15)

The Safer North West Partnership has worked hard over the past two and a half years to build a strong working relationship with Sir Clive Loader and his office. This has enabled us to work together to drive down crime and ASB in North West Leicestershire. Our partnership has addressed a number of local issues during 2014/15 which have contributed to the achievement of the Police and Crime Commissioner's strategic priorities.

Over the past year we have worked to reduce violent crime, with a particular focus on the night time economy over the World Cup and Christmas periods when there was an increased footfall in our vibrant town centres. Partners worked with local businesses to give out safety messages and advice, with additional first aid support being provided at key times to assist the Police and street pastors. Body-worn cameras for door staff were also purchased and introduced in December 2014.

This partnership work resulted in a 16% reduction in violent crime over the four weeks of the World Cup and a huge reduction of over 75% in violent crime in Ashby in the three months since introduction of the cameras. Partnership work at the Download Festival in 2014 also resulted in a huge reduction in crime at the event compared to 2013, with a reduction in reported crime of almost 70% (an average of 1.7 crimes per 1,000 attendees in 2014, down from 3.3 crimes per 1,000 attendees in 2013).

The Safer North West Partnership has also provided early intervention work with young people to raise awareness of healthy relationships and provide diversionary activities. We have commissioned drama productions focusing on abuse, CSE and internet safety as well as targeted work for child witnesses of domestic abuse. This work has been well received by communities and has helped to improve confidence.

We are confident that by working together with the Police and Crime Commissioner and other partners we can make North West Leicestershire an even safer place for residents, communities, businesses and visitors.

Oadby & Wigston

From Councillor Kevin Loydall, Chair, Oadby and Wigston Community Safety Partnership (2014/15)

Oadby & Wigston Community Safety Partnership would like to recognise the progress of the four priorities and the achievements of the Police and Crime objectives. Our work as a partnership has supported these during 2014 and into 2015.

With passion and our dedication to strong partnership working we have proactively identified those most at risk, by working closely with social landlords, our policing partners and support groups, and by providing appropriate ongoing support.

Our policing partners carried out a range of themes which have helped to achieve a reduction in burglary, violent crime, Domestic Violence and repeat victimisation and motor vehicle crime. We have supported victims of Domestic Violence by working with the Police, providers of social housing and Women's Aid Leicestershire Ltd which has led to an increase in self-referrals to support service by 47% and an increase of 100% in satisfaction by service users.

As part of the victim's charter our policing partners have kept victims informed of the progress of crime complaints which has increased confidence in reporting which has seen satisfaction levels rise to 83.8%. We are also working proactively on a variety of initiatives aimed at supporting, educating and diverting those most at risk with jointly-funded OWBC, OPCC and National Lottery projects which have inspired and reinvigorated communities in our borough. We have also implemented a responsive target hardening scheme jointly

funded by OWBC and the OPCC which works to bring additional repeat victimisation reduction themes to support victims of Domestic Violence.

As Chair of the Oadby and Wigston Community Safety Partnership I am proud of the proactive, passionate and dedicated work of all partners supporting delivery of Sir Clive's plan and other initiatives aimed at reducing crime and ASB. I would like to pass on the thanks of all partners involved in my community safety partnership to the PCC for his support during 2014 and into 2015.

Rutland

From Councillor Roger Begy, Chair, Safer Rutland Partnership (2014/15)

The Safer Rutland Partnership fully supports the strategic priorities of the Police and Crime Commissioner and we are working with a variety of organisations to make sure that these priorities are reached, to make Rutland a safe place to live, work and visit.

I am pleased to say that, once again, crime levels in Rutland have fallen. During the past 12 months crime has seen a reduction by just over 15%. Since the last review, crime and ASB levels have continued to fall and there are now 185 fewer victims of crime than there were in 2013/14.

This demonstrates the continued success of the partnership, who how we have worked tirelessly to keep our community safe by developing initiatives to help reduce the number of young people entering the criminal justice system, to reduce ASB, prevent domestic abuse and raise awareness about the harm of drugs and alcohol.

The priorities set within this plan have the full support of the Safer Rutland Partnership and are core to the desires and achievements in supporting the local community and to make sure Rutland remains one of the safest places to live.

Section 4: Lubbesthorpe housing development Judicial Review

During 2013/14 the Chief Constable and I sought a Judicial Review over a decision relating to the additional policing costs associated with a proposed new housing development in Lubbesthorpe. The Judicial Review judgement, received during the last year, upheld the original decision by Blaby District Council and costs were incurred by the Force as a result.

In recognition of the pressure that the Judicial Review had put on key partner relationships, considerable effort has been made since then both by myself and the Chief Constable, and our senior staff, to strengthen relationships by undertaking a range of actions which have included:

- Meetings between local authority leaders, Chief Executives, the Chief Constable and myself. The aim of these meetings was to see how my office, the Force and partners could work more effectively together in the future.
- Meetings with other key partners, including CSP chairs. The Chief Constable and I met the Chair of each Community Safety Partnership within Leicester, Leicestershire and Rutland, to discuss opportunities to work together in delivering the priorities within the Police and Crime Plan.
- Senior executives from both the Force and my office worked directly with Blaby District Council to seek a positive way forward, including senior Force representation on the Lubbesthorpe Strategic Board.
- Proactive working with partners to review meeting structures and engagement activities already in place to enhance and ensure the most effective arrangements were in place to deliver the important partnership agendas.
- Ensuring the partnership landscape was mapped, analysed and taken account of within the ongoing Force Change Programme.
- I appointed a Policy Advisor to support me on work within the Criminal Justice environment including a focus on partnerships with key agencies.
- A review and reconfiguration of my office's staffing structure was carried out to build in much needed resilience in the planning (i.e. housing developments), performance and commissioning thematic areas of responsibility.
- I established a Strategic Partnership Development Fund (to be utilised during 2015/16 and 2016/17) that would further incentivise and develop partnership working through £2 million of targeted investment.

Glossary of terms

ACC	Assistant Chief Constable
ANPR	Automatic Number Plate Recognition
ASB	Anti-Social Behaviour
CSE	Child Sexual Exploitation
CSP	Community Safety Partnership
DASH	Domestic Abuse Stalking and Harassment
DLNR CRC	The Derbyshire, Leicestershire, Nottinghamshire and Rutland Community Rehabilitation Company
DMM	Daily Management Meeting
DVPN	Domestic Violence Prevention Notice
DVPO	Domestic Violence Protection Order
EMPCCB	East Midlands Police and Crime Commissioners Board
EMSOU	East Midlands Specialist Operations Unit
FMPO	Forced Marriage Protection Order
FTE	First Time Entrant
HMIC	Her Majesty's Inspectorate of Constabulary
ICV	Independent Custody Visitor
IOM	Integrated Offender Management
MAPPA	Multi-Agency Public Protection Arrangements
MAPPOM	Multi-Agency Prolific and Priority Offender Management
NDTMS	National Drug Treatment Monitoring System
NPCC	National Police Chief's Council
NPS	New Psychoactive Substances
PCC	Police and Crime Commissioner
PCP	Police and Crime Panel
PCSO	Police Community Support Officers
PHE	Public Health England
PND	Penalty Notice Disorder
POLIT	Paedophile Online Investigation Team
RTC	Randomised Control Trials
SARC	Sexual Assault Referral Centre
SPR:	Strategic Policing Requirement
YAP!	Young Adults Project!
YOS:	Youth Offending Service

POLICE AND CRIME PLAN - DATA

		Baseline 2012/13	2013/14	2014/15	Prediction for Mar'17
1	Preventing and diverting young people from offending 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	481	515	
2	Reducing reoffending amongst young people and adults Reduction in re-offending by IOM cohort of 18-24 year olds	407	141	133	
	Reduction in re-offending by IOM cohort of 18-24 year olds	372			
3	Reducing alcohol and drug related offending and reoffending Reduction in reoffending rates amongst those offenders entering a criminal justice drugs treatment programme		673	332	
4	Reducing crime and Anti-social behaviour (ASB) caused by families in a Troubled/Supported families programme				
5	To increase reporting of Domestic Violence with Injury and ensure a positive outcome for victims and witnesses				
6	To increase reporting of serious sexual offences and ensure a positive outcome for victims and witnesses				
7	To improve outcomes for victims of Hate crimes				
8	To improve outcomes for victims of ASB				
9	To continually improve the quality of service and response to victims of crime				
10	To continually improve outcomes the police services to the communities of Leicester, Leicestershire and Rutland.				
11	To reduce all crime				
12	To reduce Domestic Burglary				
13	To reduce Violence Against the Person - with Injury				
14	To reduce Theft from Motor Vehicles				
14A	To prevent child abuse and child sexual exploitation (CSE) and provide a safe and supportive environment for victims and witnesses.				
15	Improving the response, service and outcomes for those with mental health need				
16	To reduce the number of repeat missing person reports				
17					
	NO METRICS				
	NO METRICS				
	No. of missing reports (STORM)	5929	3438	4249	
	No. of missing reports (COMPACT)	5417	2577	2388	
	Reports received from nine key locations	1162	<400	306	
	No. of absent reports (STORM)		325	405	

KEY

Position compared with Most Similar Grouping (MSG)

- Statistically better performance than MSG peers
- Performance in line with peers
- Statistically worse performance than MSG peers

Prediction for March 2017

- Projecting statistically significant improvements
- Projecting no statistically significant change
- Projecting statistically significant deteriorations



POLICE & CRIME COMMISSIONER FOR LEICESTERSHIRE POLICE AND CRIME PANEL

PAPER MARKED

Report of	OFFICE OF THE POLICE AND CRIME COMMISSIONER
Subject	ETHICS, INTEGRITY AND COMPLAINTS COMMITTEE
Date	17 JULY 2015 – 12.30 P.M.
Author :	HEAD OF GOVERNANCE AND ASSURANCE

Purpose of Report

1. The purpose of this report is to inform the Panel of the steps taken to convene an Ethics, Integrity and Complaints Committee on behalf of the Police and Crime Commissioner.

Recommendation

2. The Panel is recommended to:-
 - (a) approve the Chairman and/or the lead member for ethics of the Joint Audit, Risk and Assurance Panel meet with the Chair of the Ethics, Integrity and Complaints Committee, when in place, to develop a protocol to ensure the work of both forums are complementary and duplication is avoided: and
 - (b) discuss the contents of the report.

Background

3. In recent years there has been heightened focus on the integrity of police officers and police forces. In response the police service has produced a number of national policies and guidance documents. In 2011 HMIC published their inspection report '*Without Fear of Favour*' and in December 2012 the follow up report entitled '*Revising Police Relationships: A progress report*'. This second report identified that whilst nationally progress had been made there was still more needing to be done. The annual HMIC inspection report on Police Effectiveness, Efficiency and Legitimacy (PEEL) will henceforth report on integrity within forces as part of the 'legitimacy' pillar of the inspection process.
4. Transparency and accountability of decision making within the police service is coming under greater scrutiny and there is a growing vulnerability for senior officers regarding some of the new challenges that policing in austerity brings coupled with the opportunity to demonstrate value based, ethical decision making around operationally complex issues.

5. Research undertaken prior to commencing on this initiative showed that a number of differing approaches to the oversight of ethics and integrity and the scrutiny of complaints against the police has been implemented across a number of forces. In some areas forces themselves have introduced their own ethics committee chaired by a Deputy Chief Constable and comprising membership of the heads of departments within the organisation, some have introduced both an internal ethics committee with membership of senior staff together with an external ethics committee whose members are appointed from the local community, some PCC's have introduced independent ethics committees which also incorporate scrutiny of complaints and others have expanded the role of the Audit Committees to incorporate ethics and integrity. This report focuses on the introduction of an independent externally appointed Ethics, Integrity and Complaints Committee, reporting to the PCC, with the aim of providing assurance and adding value to the current audit and scrutiny processes. This is the PCC's preferred option and is fully supported by the Chief Constable as being the most appropriate and transparent approach to scrutiny across these areas of business.

Ethics, Integrity and Complaints Committee

6. The Committee will undertake an advisory role and will not be a decision making body. It will be a forum for debate on complex operational or personnel matters with a view to defensible decision making. In delivering their remit, the Committee will consider both broad thematic issues as well as practical day-to-day matters and will examine current as well as historic topics. In certain circumstances, the Committee will advise on live operations or events or examine the application of the national decision making model. The Committee will discuss and provide advice about ethical issues and not just scrutinise the application of policy and procedure.
7. The Committee will provide a transparent independent forum that monitors and encourages constructive challenges over the way complaints and integrity and ethics issues are handled by the Force and overseen by the PCC. It will assist Leicestershire Police to maintain clear ethical standards and achieve the highest levels of integrity and professional standards of service delivery.
8. The Committee will focus on the following three areas:-

Ethics

The launch of the Code of Ethics by the College of Policing in July 2014 has set out the principles and standards of behaviour that will promote, reinforce and support the highest standards from all those working within the police service. The principles of the Code are integral to the delivery of policing and will be a part of growing police professionalism leading to increased public confidence. Professional ethics is broader than integrity alone and incorporates the requirement for individuals to give an account of their judgement, acts and omissions. An independent committee will facilitate public scrutiny in this area and will help build and maintain trust and public confidence.

Integrity

Integrity is pivotal to public trust and confidence and oversight of how this is embedded within the Force requires independence and transparency for the police to have 'legitimacy' with the public it serves. Integrity in policing is about ensuring that the people who work for the police uphold public confidence. It is about how well the police make decisions, deal with situations and treat people day in and day out. If the public don't trust the police to be fair and act with integrity and in their best interests it is unlikely that they will be inclined to assist the police.

Complaints

The Police and Crime Commissioner has a duty to hold the Chief Constable to account on how effectively he discharges his responsibility for responding to complaints and misconduct allegations made against the Force. Currently the Commissioner undertakes dip sampling of completed complaint files himself and receives data in relation to the number of complaints, categories and trends to meetings of the Strategic Assurance Board. However the introduction of an Ethics, Integrity and Complaints Committee will provide a more robust, independent and transparent approach to the oversight of complaints and misconduct matters.

9. It is envisaged that the introduction of an Ethics, Integrity and Complaints Committee will contribute to developing trust and confidence in the following ways:-
- (a) To bridge the gap between academic debate on ethics and operational decision making.
 - (b) To influence changes in force policy.
 - (c) To enhance the debate and development of police policies and practices
 - (d) To anticipate and understand future ethical challenges that the service will face and to influence any response by the police.
 - (e) To articulate and promote the influence of professional ethics in all aspects of policing.
- (c) It will be necessary to ensure a clear distinction between the work of the Ethics, Integrity and Complaints Committee and that of the work of the Joint Audit, Risk and Assurance Panel (JARAP). The lead member for ethics on the JARAP has been involved in this work and the JARAP itself has approved the approach that, once elected, the Chair of the Ethics, Integrity and Complaints Committee will meet with the Chair of the JARAP to develop a protocol to ensure the work of both forums are complementary to both and duplication is avoided. This is included within the terms of reference for the Committee which are outlined at Appendix 'A' to this report.

Membership

10. The Committee will comprise 7 members recruited to the role. Originally membership was proposed to be 5 members however due to the quality and breadth of experience of those interviewed the Commissioner decided to increase the number to 7 members. All members will be appointed for a 4 year term. The maximum period of tenure will be 8 years. The term of membership will be effective from the date of recruitment of the member.
11. The Committee will have a Chair and a Deputy Chair who will be elected to the roles at the inaugural meeting. The member elected to serve as Chair will only do so for one term of 4 years. The Deputy Chair will act as Chair at meetings in the absence of the Chair. If the Chair can no longer continue in this role, the Deputy Chair will act as the Chair until the formal appointment of a new Chair.
12. Recruitment of members to the committee will consider the following skills, knowledge and experience:-
 - Chair/Deputy – possibly from a legal background
 - Representative from an ethics background
 - Commerce/business skills representative due to the vulnerabilities around procurement and contracts
 - NHS/Medical professional due to the ethical dilemmas and skills deemed transferable to a policing environment
 - Representative with media expertise
13. Each member will be required to record any conflicts of interest in the register of pecuniary and non-pecuniary interests. In addition, members will be required to disclose any such interests at the commencement of any meeting where there is a need to do so due to the nature of the agenda, or immediately if they arise unexpectedly in discussion.
14. Each member will sign a declaration to abide by the nine policing principles, based on the Nolan principles and contained within the Code of Ethics.
15. To assist with individual effectiveness, all members of the Ethics, Integrity and Complaints Committee must agree to be subject of an appraisal process operated by the Chair of the Committee. An appraisal of the Chair will be undertaken by the Police and Crime Commissioner.

Working Arrangements

16. The proposed working arrangements of the Committee are as follows:-
 - (a) The Committee will meet quarterly with dates of meetings being advertised on the Police and Crime Commissioner's website. The Committee will be subject to the Freedom of Information Act and in the interests of transparency it will meet in public except when considering restricted information when it will meet in private. Agendas will be published five working days prior to the

meeting date. Reports and minutes will be published on the Police and Crime Commissioner website.

- (b) A quorum for all meetings will be 3 members, one of whom must be either the Chair or Deputy Chair.
- (c) Meeting dates will be scheduled at least 12 months in advance and a forward plan of work agreed.
- (d) Outside of formal meetings members of the Committee will undertake work within the remit of the Committee's terms of reference. This will include the dip sampling of complaint files and other areas of work as identified.
- (e) Representation at formal meetings will be the Chief Executive and Head of Governance and Assurance from the OPCC and the Deputy Chief Constable and Head of Professional Standards from the Force.
- (f) Secretarial support for agenda setting, collation and distribution of reports, attendance at meetings to take minutes will be provided by through the Service Level Agreement in place with the Force for the provision of executive support services.

Recruitment Update

17. Recruitment has been undertaken by way of application and through open competition. A copy of the Person Specification and Role Description is attached at APPENDIX 'B' to the report. An advertisement for the role was placed on the Police and Crime Commissioner's website and a link provided from Leicestershire Police website. A copy of the advertisement is attached at APPENDIX 'C'. Other websites including 'Third Sector Jobs', 'Indeed' and 'Jobs Go Public' were also utilised. The roles were also advertised through social media by way of Twitter and Facebook. Letters were forwarded to a variety of organisations, including those suggested by the lead member for ethics on the JARAP, to attract candidates with the requisite skills required and to ensure the committee would be reflective of the local community, these included:-

De Montfort University
 Leicester Council of Faiths
 Leicestershire African Caribbean Business Association
 Leicestershire Asian Business Association
 Leicestershire Chamber of Commerce
 Leicestershire Law Society
 Leicestershire NHS Partnership Trust
 Midland Asian Lawyers Association
 East Midlands & Leicestershire CCG
 The Polish Day Centre
 The Bishop of Leicester
 University of Leicester
 University of Loughborough
 Voluntary Action Leicester
 Voluntary Action Rutland

18. The following criteria were the exemptions for persons applying:
- Currently serving with or employed by the Police and Crime Commissioner for Leicestershire or the Chief Constable.
 - Currently a serving Independent Custody Visitor or Misconduct Panel member.
 - A standing or ex-PCC or Chief Constable.
 - A current member or ex-member of a Police and Crime Panel.
 - Have served as a police officer within the last 8 years.
 - Serving officers of the Special Constabulary or have served as a Special Constable within the last 8 years.
 - Elected or ex-local government councillors or those active in local or national politics.
 - Individuals who have significant business or personal dealings with the Office of the Police and Crime Commissioner or Force.
 - Individuals who have close relationships with any of the above including immediate family members and as such may not have the requisite level of independence required for the Committee membership.
 - Individuals removed from a trusteeship of a charity.
 - Individuals under a disqualification order under the Company Directors Disqualification Act.
 - A person who has been adjudged a bankrupt, or made a composition or arrangement with his creditors.
 - Convicted in the UK, Channel Islands or the Isle of Man of any offence and has had passed on a sentence of imprisonment (whether suspended or not) for a period of not less than three months without the option of a fine, within the last five years prior to their appointment.
19. A recruitment panel comprising Sir Clive Loader, Mr Simon Edens, Deputy Chief Constable and Ms Ali Naylor, Director of Human Resources was convened. An invitation was extended to the Youth Commission for one of their members to also be present for the interviews and this was taken up with their representative being present on all three days of interviews.
20. Following the closing date for applications an invitation was issued for applicants to attend at Force Headquarters for an information event. This took place on Wednesday 18 March 2015. At the event information was provided about Office of Police and Crime Commissioner and the Professional Standards Department of the Force. Ethical dilemmas were also presented and discussed.

21. In total, eleven applications were received. Of these one applicant withdrew from the process prior to shortlisting and one withdrew following interview. Following the shortlisting process it was agreed that all remaining candidates were suitable to go forward to interview. Interviews took place on 24 & 25 March and 8 May. Therefore two candidates were unsuccessful in the process and the remaining seven were appointed, subject to security vetting and reference checks. Following the outcome of all security checks a communications strategy will be implemented which will include a media release on the work of the Committee and how this will be advertised to the wider public together with 'pen pictures' of the individual members.

Remuneration Scheme for Committee Members

24. A remuneration scheme for committee members is outlined in Appendix 'D'. The scheme mirrors that of the allowances and expenses paid to members of the JARAP.
25. The Scheme provides for an annual allowance to be paid to members. An annual allowance, rather than a daily rate will give members the freedom and flexibility to spend more time on business without appearing to the outside world to be doing so simply in order to increase their allowance claim. It will also allow easier management as the work expands and ensures control of the budget allocated to this area of business.

Next Steps

26. A date for the inaugural meeting of the Committee will now be set and is expected to take place during the Summer. This is slightly later than originally planned but has been as a result of the timescales required for completion of the vetting and security processes. At the inaugural meeting arrangements will be put into place for Committee members to meet informally beforehand. In the early days the Committee will be asked to approve a schedule of future meeting dates for a period of 2 years, agree a forward work plan prioritising areas within their terms of reference and consider a training plan for their own development.

Implications

Finance:	The annual allowance for 7 members of the Committee, together with any perceived expenses, will be contained within the OPCC budget.
Legal:	There is no legal requirement to have an Ethics, Integrity and Complaints Committee in place however this is increasingly being seen as best practice.
Equality Impact Assessment:	The recruitment process will be assessed to ensure no adverse impact on any of the nine protected characteristics.
Risks and Impact:	With the growing focus on ethics and integrity, and inspections of the 'legitimacy' of the police service, the Commissioner requires independent advice, support and assurance that Leicestershire Police are operating within the standards and expected.
Communications:	Formal committee meetings will be held in public and a communications strategy will be drafted to ensure that the work of the Committee is publicised widely. .

List of Attachments / Appendices

Appendix 'A' – Terms of Reference
Appendix 'B' – Role Description and Person
Appendix 'C' – Advertisement
Appendix 'D' – Remuneration Scheme

Background Papers

- HMIC Inspection Report – 'Without Fear or Favour' – 2011
- HMIC Inspection Report – Revisiting Police Relationships: A progress report – 2012
- College of Policing 'Code of Ethics' – July 2014
- HMIC Inspection Report 'Police Integrity and Corruption' – November 2014
- Efile - PCC/2/O

Persons to Contact

Angela Perry, Head of Governance & Assurance, (0116) 2298982
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ETHICS, INTEGRITY AND COMPLAINTS COMMITTEE**Terms of Reference****Purpose**

The Ethics, Integrity and Complaints Committee will be responsible for enhancing trust and confidence in the ethical governance and actions of Leicestershire Police. The Committee will provide reassurance to the Police and Crime Commissioner that ethics and integrity are embedded within Leicestershire Police and that complaints against the police are dealt with expeditiously and follow due process. Through its work the Committee will provide assurance to both the Police and Crime Commissioner, and the Chief Constable, that the Force aspires to, and achieves, the highest levels of integrity and standards of service delivery.

It will discharge its responsibilities by:

- Promoting the highest standards of ethical conduct in all its dealings
- Providing a focus for education into ethical issues
- Ensuring compliance with organisational values
- Identifying good practices and opportunities for improvement.

Committee Responsibilities

The Committee will articulate and promote the influence of professional ethics in all aspects of policing. It will support the PCC and the Senior Command Team in their business portfolios from the perspective of the ethical dimensions of their work by considering any ethical matters referred by the Commissioner or the Chief Constable.

The Committee will anticipate ethical challenges facing the police service and the correct response. It will advise and influence changes in Leicestershire Police policy.

The Committee will advise the Commissioner, and Chief Constable, on the effectiveness of the embedding of the Code of Ethics within the Force and its on-going influence on service delivery.

The Committee will report biannually on its work and setting out its findings.

The Committee will regularly scrutinise:-

- Expenses paid to officers both within the Force and the OPCC, including the Commissioner and Chief Constable.
- Information published as required by government under the transparency agenda.

- Stop and search data and outcomes including any disproportionality identified.
- 'Any Questions' on the Force intranet site to identify any ethical or integrity issues arising and the responses given.
- Promotion processes to ensure they are fair and equitable.
- Resource deployment in a time of austerity.
- The implementation of force policy and procedure to ensure it is adhered to.

In addition the Ethics, Integrity and Complaints Committee will consider and may make recommendations regarding the following:-

Policy and Procedure

- Providing advice to those engaged in the development or review of force policy and procedure;
- Ensuring policy and procedure reflects the stated values of the force and police service

Decision Making/Transparency

- Review the decision making of others
- Review compliance with the agreed Decision Making Model
- Transparency around performance against strategic plans
- Review compliance with declarations of interest, gifts and hospitality
- Review chief officers' diaries and cross check gifts and hospitality against the procurement register to ensure transparency.
- Review the communications to staff on the requirement to complete the hospitality and gifts register, particularly in respect of declined gifts.
- Review compliance with the Publication Scheme
- Review compliance with the Equality Scheme

Leadership

- Review the ethical standards expected of all leaders
- Supporting and if necessary challenging the ethical conduct of leaders

Culture

- Review organisational values
- Promoting the purpose and adoption of value based action and decision making throughout the force
- Ensuring the Code of Ethics and force values are applied consistently across all activities of the force.

People

- Reviewing staff performance in upholding the values of the force and police service
- Scrutinising inter-personal relations, such as behaviour that may fall short of the conduct threshold or indicate a failure to afford an individual dignity or equality in treatment.
- Review the monitoring undertaken of staff members personal social media
- Review the vetting undertaken to ensure it complies with the national standards.
- Make recommendations in respect of resources allocated to PSD, CCU where it is felt this is not adequate to deliver the assurances required.
- Review of the Business Interests Policy and the business interests held by officers, including those declined.

Performance

- Ensuring operational and organisational performance is measured and delivered ethically, upholding the values of the force and Code of Ethics
- Review expected standards and conduct of staff/officers.
- Review the arrangements in place for “Whistle blowing”.
- Review statistical data in relation to complaints against the police and ensure any issues are identified and acted upon if appropriate.
- Consider the effectiveness of change or improvement programmes
- Consider the effectiveness of change or improvement programmes

Conduct

- Consider potential ethical conflict in relation to matters such as procurement, hospitality, allowances/expenses and personal association.
- To provide a forum to debate issues concerning professional standards, integrity and ethics, in accordance with principles and standards set out in the ‘Code of Ethics’ published by the College of Policing , and to challenge and make recommendations about ethical dilemmas facing the Force (whether brought to the Committee or raised by the Committee) and relevant integrity policies
- Reviewing Hospitality Registers maintained by the Force and the Office of the PCC
- To receive feedback on formal inspection of the Force from HMIC, IPCC and any other national body where that inspection relates to integrity, transparency or the handling of complaints.
- Review compliance with FOI requests for both the Force and the OPCC.
- Review the adequacy of sharing information and agreed Protocols

Complaints/Misconduct

- Monitoring of performance data regarding complaints to ensure that the Force has an effective complaints reporting system in place and is identifying and learning from any recurring patterns or themes

- To review performance management data to show timeliness of completion of complaints, trends and analysis of types of complaints and or geographical police areas of concern.
- Ensure reviews of completed complaint files managed by the Force are undertaken and best practice and exceptions identified and acted upon
- Monitoring the proportionality of decision making around complaints and misconduct allegations, including the potential discriminatory impact on the community and the officers and staff of the Force
- Reviewing, by dip sample, a statistically significant number of completed complaint files and misconduct investigations, including appeals, that cause or are likely to cause particular community concern or raise reputational issues. To take a risk based approach and completion of a review proforma for each file examined. PSD to provide a mixture of substantiated, unsubstantiated, locally resolved, withdrawn and discontinued cases.
- Regular reviewing of the IPCC Non-Referral Register held by the Force to ensure decisions taken are ethical.
- Ensuring investigations into conduct are conducted ethically and in compliance with relevant process and force values.
- To monitor the proportionality of decision making around complaints and misconduct allegations, including the potential discriminatory impact on the community and the officers and staff of the Force.
- To ensure the Force is identifying and learning from any recurring patterns or themes arising from complaints or misconduct matters.
- To identify overlapping themes between complaints and civil claims.
- To view a selection of misconduct allegations to reassure of the actions being taken against staff through internal procedures as well as those arising from complaints.

To report, on a biannual basis, the summary findings, conclusions and recommendations of the Committee to the Police and Crime Commissioner and Chief Constable

These terms of reference will be reviewed annually by the Committee.

APPENDIX 'B'**Member of the Ethics, Integrity and
Complaints Committee Members****PERSON SPECIFICATION**

<u>Criteria</u>	<u>Essential</u>	<u>Desirable</u>
<u>Eligibility</u>	<ul style="list-style-type: none"> • To be 18 years of age or over and live or work in the Leicestershire Police force area. • Be independent of both Leicestershire Police and Police and Crime Commissioner and his office. • Must not be in one of the exempt categories. • Must be granted vetting clearance in accordance with National Vetting Policy for the police. 	
<u>Knowledge and experience</u>	<p>Experience in one or more of the following fields:</p> <ul style="list-style-type: none"> • Law and Criminal Justice • Applied Ethics and Public Policy • Commerce/Finance and Business due to the vulnerabilities around procurement and contracts, Community Service • Partnership/Voluntary working • Health and Medicine due to the ethical dilemmas and skills deemed transferable to a policing environment. 	Current or previous membership of a group where there is an ethical dimension.
	Knowledge and awareness of ethical principles and how they apply to the police service.	Experience of a local government Standards Committees.

<u>Knowledge and Experience</u>	An understanding of the integrity and ethical agenda facing the police service.	Experience of advisory groups whether in the private sector or voluntary service.
	Active participation in an area of work or interest in which ethics is a core dimension.	
	Excellent communication skills and be willing to attend meetings and carry out additional work outside of planned meeting dates.	
<u>Working with People</u>	Establish and maintain good working relationships with a wide range of people.	
	Ability to work as part of a team.	
	Capacity to treat people fairly and with respect. To value diversity and respond sensitively and constructively to difference of opinion.	
<u>Skills and abilities</u>	Ability and confidence to scrutinise and challenge and make balanced reasonable and proportionate judgements.	
	Ability to debate issues concerning professional standards, integrity and ethics and to challenge and make recommendations about ethical dilemmas facing the organisation.	
	To have high personal integrity and the utmost respect for confidentiality.	
	Self-motivated and able to think independently, critically and analytically.	
	Ability to examine evidence and complex documentation and take an independent and unbiased view.	

OFFICE OF POLICE AND CRIME COMMISSIONER**ETHICS, INTEGRITY
AND COMPLAINTS COMMITTEE****ROLE PROFILE**

Reports to: The Police and Crime Commissioner

Responsibilities:

- To attend quarterly meetings at Police Headquarters Enderby.
- To contribute to the effective discharge of the Committee Terms of Reference.
- To develop and maintain effective working relationships with Committee members, the Police and Crime Commissioner and his senior officers and the Chief Constable and his senior officers.
- Contribute to the business of the meetings in a manner which supports all matters on the agenda being dealt with effectively and appropriately.
- Advise the Committee Chair where an interest or potential conflict of interest may exist in respect of a matter to be discussed at a meeting.
- Address the Committee on all matters where an opinion or decision is required and in such a manner that does not inhibit other members of the Committee wishing to express a different opinion.
- To be diligent in preparing for Committee meetings and making an effective contribution to those meetings to provide independent assurance.
- In addition to quarterly meetings to attend at other police premises as necessary to undertake actions outside of the formal meetings within the remit of the role.
- To work with other Committee members to reach a consensus on recommendations to the Police and Crime Commissioner and Chief Constable.
- To attend seminars, developmental and training sessions as and when required.
- To read relevant documentation in advance of meetings.

- During Committee meetings to follow the procedure determined by the Chair.
- Promote compliance with the Code of Ethics for police officers and the wider police family.
- Ensure Leicestershire Police takes steps to promote the culture of learning from its experiences.
- To maintain security and confidentiality of the information received.
- To ensure a culture of learning from the Force's experiences
- To contribute to the delivery of defensible decision making by the senior leaders of Leicestershire Police to ensure that those decisions are in keeping with the Code of Ethics and the Force's 'Our Duty' principles and have the public interest at heart.
- To promote compliance with the Code of Ethics and Standards of Professional Behaviour for all who work for Leicestershire Police.

ROLE PROFILE - CHAIR

- To lead the committee and ensure it is an effective working group.
- To promote a culture of integrity, openness and debate and be responsible for effective communication with stakeholders.
- To ensure that all committee members receive accurate, timely and clear information. To ensure that committee members act proactively in ensuring current issues are brought to the attention of the Police and Crime Commissioner.
- Contribute to the delivery of transparent and ethically rooted decision making ensuring those decisions are in the public interest.
- Contribute to the continuing development of the committee.
- To be aware of and keep up to date with local and national ethical matters generally and particularly relating to policing and to be proactive in ensuring that such issues are brought to the attention of the Police and Crime Commissioner.
- To communicate the Force's ethics and compliance standards ensuring the effectiveness of that communication.

ROLE PROFILE – DEPUTY CHAIR

- To support the Chair in leading the Committee in considering ethical issues to support decision making in relation to complex policing issues.
- To assist the Chair in setting the Committee's agenda and ensuring it functions as an effective working group. The Deputy Chair must promote a culture of integrity, openness and debate and will be responsible for effective communication with the Commissioner and/or his officers.
- To assist the Chair in monitoring and auditing compliance.
- To assume the role and powers of the Chair if the Chair is not present or unavailable until such time as the Chair becomes available.

Advertisement

OFFICE OF POLICE AND CRIME COMMISSIONER
Appointment of Members to the Ethics, Integrity
and Complaints Committee

(Annual allowance of £2,643.75 per year, plus travel expenses at Standard class rail fare or car miles at 45p per mile).

The Police and Crime Commissioner for Leicestershire, Sir Clive Loader, is keen to maintain and build upon public trust and confidence in the local police by providing a forum where the behaviour, actions and decisions of police officers and staff are scrutinised by a body of overtly unbiased and independent people. An Ethics, Integrity and Complaints Committee will debate and advise on complex operational or personnel issues and through its work will provide assurance to the Commissioner that ethics and integrity issues, and the way complaints are handled by the police meet the highest standards.

The Committee will comprise 5 independent people recruited from the local community. Time commitment for members will be attendance at 4 meetings per year and to undertake work between meeting dates to gain the assurance required. This will include dip sampling of complaint files and other scrutiny with the remit of the role

Committee members are sought who have a background in, but not restricted to, Law and Criminal Justice, Applied Ethics and Public Policy, Commerce/Finance and Business due to the vulnerabilities around procurement and contracts, Community Service/Partnership/Voluntary working and/or Health and Medicine due to the ethical dilemmas and skills deemed transferable to a policing environment.

Training will be provided and an annual allowance will be paid plus expenses.

- Closing date for receipt of application forms is: Thursday 26 February 2015
- Shortlisting will take place on: Tuesday 10 March 2015
- Interviews will be held on: Tuesday 24 & Wednesday 25 March 2015

It is anticipated that the inaugural meeting of the Ethics, Integrity and Complaints Committee will take place in May 2015.

The recruitment information pack and application form can be accessed at <http://www.leics.pcc.police.uk/Home.aspx> .

Ethics, Integrity and Complaints Committee Members**Remuneration Scheme**

Members will be paid an annual allowance. This will be £2,643.75 per year, plus travel expenses at standard class rail fare or car miles at 45p per mile.

Travelling expenses

Travelling expenses will be claimed in respect of the distance between your place of departure and the place where the approved duty is carried out and the return journey.

You will normally be aware of meetings in advance and so will, in most cases, be claiming for travel from home or place of work. There may however be occasions when meetings are called at short notice. In such circumstances, and where your point of departure is outside of the Force area, you will be paid from the point of where you have entered the area from your place of departure.

The claimant must ensure that their private car insurance covers the use of the vehicle on OPCC business.

Travel by train will be reimbursed up to standard class travel. For claimants who are eligible attention is drawn to the financial savings to the Office of Police and Crime Commissioner (OPCC) through use of a senior railcard, which enables savings of a third on all rail journeys. The cost associated with purchasing the card can be reimbursed from the OPCC.

Travel by taxi may be claimed only where public transport is not available. Travel by air requires the prior approval of the Chief Executive and is limited to economy class.

Subsistence

Subsistence will only be paid for attendance at meetings of the Ethics, Integrity and Complaints Committee meetings and any related training, conference or seminars arranged by the OPCC where refreshments are not provided. The level of reimbursement for meals will be:

Breakfast	£10.00
Dinner	£30.00

Claims for meals and other expenses will be paid on the basis of actual expenditure with a receipt.

Other expenses

All necessary hotel accommodation required for OPCC business will be booked and paid for by the OPCC. Value for money and best use of public funds will be key issues in determining the accommodation.

Carers' Allowance

Any member who is required to pay a Carer in order to attend a meeting may claim a Carers' Allowance. This allowance shall be paid upon the production of a valid signed receipt, and shall be for actual expenditure incurred up to a maximum of the national minimum wage rate per hour.

Carers' Allowance may be claimed for the total hours it takes to leave home, attend the meeting and return home. The allowance shall not be payable in response of care provided by a member of the claimant's family or household.

Payments may be claimed in respect of children aged 16 or under and in respect of other dependants where there is a medical or social work evidence that care is required.

Income tax and National Insurance

Most entitlements to allowances and expenses are subject to deductions for income tax and national insurance. In respect of mileage expenses, the HM Revenue and Customs approved rates adopted by the OPCC are exempt of payment of income tax and national insurance.

PAYE tax will be deducted at the basic rate on tax code BR unless a tax code can be provided/assessed via Form P45/P46 or the tax office can send a form P6. In these cases deductions will be made in accordance with the tax code issued.

Flat rate Class 1 National Insurance contributions (Category A) will be deduction on pay when the lower earnings limit is exceeded unless you produce a valid exemption certification available from your local tax office.

Claimants, who are self-employed or have full-time employment with another employer, may pay more National insurance than is needed. If so, a refund will be initiated by the Department of Works and Pensions (DWP) after the year-end and when the total overpayment can be accurately assessed.

If the claimant is over retirement age they need pay no contributions, regardless of whether they are receiving a pension. The claimant should require a 'certificate of age exemption' from HM Revenue and Customs and arrange for this to be forwarded to the OPCC. The OPCC will make the necessary arrangements to stop National Insurance contributions being deducted.

If the claimant or their spouse is in receipt of benefits they should note that all allowances count as earning whether or not they are actually being claimed and paid. Consequently, they should declare their 'earning' to the DWP in cases where a state benefit is also being received.

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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	17 JULY 2015 – 12.30 P.M.
Author :	CHIEF FINANCE OFFICER

Purpose of Report

1. This report is to update the Panel on the Medium Term Financial Strategy (MTFS) including progress towards identifying the savings required for 2016/17 and approaches towards savings to 2019/20.

Recommendation

2. The Panel is recommended to note the report.

Background

3. At the time of the PCC's commencement in office, Leicestershire Police had already demonstrated a good record in achieving efficiency savings.
4. However, as highlighted to the Panel in January 2013, the financial challenge continued and at that time, the MTFS which underpinned delivery of the Police and Crime Plan showed a significant shortfall of over £20m. This is in addition to the savings of just over £6m which had already been identified and removed from the 2013/14 Base Budget for that year.
5. The Police and Crime Commissioner recognised this challenge within his Police and Crime Plan and included within it Strategic Priority 18 which stated:

“with our staff and partners, transform the way we protect our communities and deliver over £20m in (revenue) savings by 2016.”
6. Since January 2013, the MTFS has been revised regularly to take into account emerging issues and changes to the finance settlement.
7. At its meeting in January 2015, the Panel considered the proposed precept 2015/16 and Medium Term Financial Strategy (MTFS) report.

8. This report and the subsequent Change Programme update report in March 2015, highlighted the progress made against this strategic priority as follows:

	£m
Savings realised to date: (This reflected all savings identified and removed from the budget between the period 2013/14 to 2016/17.)	21.7
Savings identified but not yet realised (These relate to the Project Edison staffing levels which will not be fully achieved through staff attrition until August 2017).	2.1
Further savings required to be identified but not yet realised	4.0
Latest estimate of savings required 2013/14 to 2016/17	27.8

The Financial Challenge – Update on savings still required to 2016/17

9. As part of the precept for 2015/16, the PCC agreed with the Chief Constable, the need to identify, by the end of June 2015, a series of proposals (with timescales for achievement) which prioritise specific savings areas and would create a minimum of a further **£2.5million** in revenue savings. The areas he sought specific proposals from the force on are as follows:
1. **Further insight into Force structural reform:** a review of rank structures, supervisory levels and ratios and consideration whether any further changes to shift patterns may be required. Timescales for bringing in further structural changes for future phases of the force transformation programme are to be identified;
 2. **An honest review of Productivity across the Force:** is the organisation working to its full capacity? Is the Force equipped with the most up to date mobile technology to allow front line officers the best opportunities to be productive? Can more be achieved by looking at staff mix, absenteeism and abstractions and other people-focused areas of activity?;
 3. **Proposals for savings to middle and back office:** building on work undertaken prior to the PCC's arrival, constructive and achievable options for bringing down the cost of these functions by creative and innovative solutions;
 4. **More Demand Management benefits:** some of this work has commenced through the Edison programme. However, the PCC is keen to see that Predictive Demand Management becomes the norm;
 5. **Continued vigour with the Volunteers Strategy:** identifying even more innovative solutions in supporting the workforce with the Volunteers in Policing team looking for new and challenging proposals;

- 6. Identifying effective opportunities to work with partners:** the PCC, the force and partners have started this conversation in Leicester, Leicestershire and Rutland and there is a real opportunity to continue the momentum and at the same time release much-needed savings for the PCC, the force and partners in the process.
10. The Force updated the PCC on their progress in identifying the remaining £4m savings requirement for 2016/17, which includes the prioritised savings areas above. These plans are on schedule to be shared with the PCC at the Strategic Assurance Board with the Force on the 30/6/15 and to enable discussion and scrutiny of these proposals.
11. In addition, the Force continue to progress collaborative working with Regional and local colleagues to bring both operational and financial benefits. More recently, developments which have been progressed have included:
- East Midlands Operational Support Services (EMOpSS); and
 - Regional Criminal Justice arrangements which have included the implementation of a NICHE IT system across 4 Force areas and progressing the outsourcing of Custody Detention Officer arrangements together with another Force area.
12. Prior to implementation of these developments, Regional PCCs have reviewed proposals, received updates and undertaken joint scrutiny and challenge of these operational developments, including seeking additional expertise and advice where appropriate prior to progression.

The Financial Challenge – Savings Still Required

13. The proposed precept 2015/16 and Medium Term Financial Strategy (MTFS) also highlighted the financial challenges to 2019/20 and whilst plans to address the savings for 2016/17 are already in progress, the shortfall to 2019/20 remains significant as follows:

2016/17	2017/18	2018/19	2019/20
£6.1m	£9.7m	£13.5m	£16.9m

14. The Force has named the response to this financial challenge “Blueprint 20/20” and early work is underway to identify potential options to this response. This early work has and will include discussions with partners facing similar challenges both locally and regionally. This early work will continue and the Panel and Stakeholders will be updated as it progresses.

The Financial Challenge – Further Uncertainties

15. Following the General Election, the Chancellor announced further in-year savings across Government Departments. For the Home Office this is £30m, but the Police and Crime Commissioner’s Treasurers Society have advised that ministers have agreed not to re-open the police settlement. Therefore, it is not anticipated that the Home Office Grants to Leicestershire in 2015/16 will be adjusted. However, no confirmation has been received as to where the Home Office savings will be identified for these savings at this point in time.

16. The July 2015 Budget is awaited and any implications of this will be built into the Medium Term Financial Strategy and the Panel updated at a future meeting.
17. At part of the national programme, Her Majesty's Inspectorate of Constabulary (HMIC) has recently undertaken the Efficiency element of the PEEL assessment (Police Effectiveness, Efficiency and Legitimacy) inspection at Leicestershire Police with the Legitimacy and Effectiveness inspections to be undertaken later in the year.
18. The OPCC were interviewed by HMIC inspectors as part of the process and were also in attendance at the "hot debrief" with inspectors. The results of this inspection will be published later in the year.
19. Furthermore, the National Audit Office (NAO) have recently issued a report on Financial Stability in the Police which includes a number of recommendations and which will contribute towards the debate on the future resourcing of the service moving forwards. Of particular note is the recommendation to continue with a review of the funding formula

Next Steps

20. The Medium Term Financial Strategy will be updated following the Budget in July 2015 and work will continue by the PCC to review the Force savings plan for 2016/17 (as identified in paragraphs 9 and 10), and to monitor and scrutinise early work and options being explored to address the financial challenge to 2019/20.

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 29 January 2015 - Proposed precept 2015/16 and Medium Term Financial strategy

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