



Meeting: Leicester, Leicestershire and Rutland Police and Crime Panel

Date/Time: Tuesday, 22 March 2016 at 1.00 pm

Location: Sparkenhoe Committee Room, County Hall, Glenfield

Contact: Sam Weston (Tel: 0116 305 6226)

Email: sam.weston@leics.gov.uk

Membership

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

Cllr. John Boyce	Cllr. Kirk Master
Cllr. Lee Breckon, JP	Cllr. Ozzy O'Shea
Mrs. Helen Carter	Cllr. Rosita Page
Cllr. Ratilal Govind	Cllr. Trevor Pendleton
Cllr. Malise Graham	Cllr. Lynn Senior
Cllr. Terry King	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

Item

1. Minutes of the meeting held on 2 February 2016. (Pages 3 - 12)
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. Leicestershire Youth Commission. (Pages 13 - 18)

Democratic Services ◦ Chief Executive's Department ◦ Leicestershire County Council ◦ County Hall
Glenfield ◦ Leicestershire ◦ LE3 8RA ◦ Tel: 0116 232 3232 ◦ Email: democracy@leics.gov.uk



www.twitter.com/leicsdemocracy



www.facebook.com/leicsdemocracy



www.leics.gov.uk/local_democracy

6. Quarter 3 Performance Report. (Pages 19 - 38)
7. Victim First - Update. (Pages 39 - 42)
8. Date of next meeting.

The next meeting of the Panel is scheduled to take place on Thursday 30 June 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 Tuesday, 2 February 2016.

PRESENT

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

Cllr. John Boyce	Cllr. Kirk Master
Cllr. Lee Breckon, JP	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

Apologies

Cllr. Roger Begy, OBE

In attendance

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

178. Chairman's Announcement - Councillor Roger Begy OBE

The Chairman drew members' attention to the news that Councillor Roger Begy OBE, Leader of Rutland County Council and member of the Police and Crime Panel had sadly died on the morning of Monday 1 February, aged 72.

In making this announcement, the Chairman made reference to Roger's friendly and approachable style, his good sense of humour and the valuable contribution he had made to the Panel's business since its inception in 2012.

With tributes paid by the PCC and Councillors Malise Graham and Kirk Master, the best wishes of all around the table were passed on to Roger's family and a minute's silence held in his honour.

179. Minutes.

The minutes of the meeting held on 16 December were taken as read, confirmed and signed.

180. Public Question Time.

No public questions had been received.

181. Urgent Items.

There were no urgent items for consideration.

182. Declarations of Interest.

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

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

Col. Robert Martin declared a personal interest in respect of Item 6 as the Trustee of "Warning Zone" which was in receipt of some funding from the Police and Crime Commissioner (Minute 183 refers).

Col. Robert Martin and Helen Carter each declared a personal interest that might lead to bias in respect of Item 7, as they would both be personally affected by the decision on the matter. Mr. J. T. Orson JP CC also declared a personal interest that might lead to bias in respect of this item as he knew Mrs. Carter in a personal capacity (Minute 184 refers). All three members indicated that they would therefore leave the meeting when that item was considered.

183. Proposed Precept 2016/17 and Medium Term Financial Strategy.

The Panel considered a report of the Police and Crime Commissioner for the Office of the Police and Crime Commissioner concerning the Proposed Precept for 2016/17 and the Medium Term Financial Strategy. A copy of the report, marked "Agenda Item 5", is filed with these minutes.

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

"Good afternoon everyone.

Choice and opportunity.

Not two words you immediately associate with a financial paper. Yet, in the budget report I put before you today, those words should resonate loudly. Because, in determining the future direction of travel for policing across Leicester, Leicestershire and Rutland, I have indeed had to make a choice.

A choice between building on the success of the last three years in which our streets and communities have become safer; or taking a 'safer, easier' option (at least for me personally) as I approach the end of my term in office. Indeed my final budget has, I judge, been the most difficult to set.

Nonetheless, as the paper clearly articulates, my decision to ask taxpayers to contribute a little more towards the cost of policing is absolutely the right one.

Why do I say this? Because it will give Leicestershire Police the resources it needs to fulfil its operational capabilities, while also ensuring the force is on a sound, financial footing. That is something that cannot be said of all Forces across the country.

Crucially, this budget also presents an opportunity for the police and partners to work together, with even more vigour, in confronting and tackling issues such as child sexual

exploitation, cyber-crime, domestic abuse, and sexual offences. Neither, of course, can we afford to neglect the lessons of other places; the work to counteract extremism and terrorism must be ramped up too.

And why am I so confident that opportunity exists? Because the evidence is there in what we have already achieved in the last three years. We have seen substantial reductions in many areas of crime, including overall reported crime (with more than 6,000 fewer offences in 2014/15 compared to 2011/12). Similarly, the number of antisocial behaviour incidents is also down substantially. And, thanks to excellent partnership work, we have succeeded in reducing the level of reoffending amongst our most prolific offenders by over 50%.

Working closely with Leicestershire Police, my office has overseen the delivery of savings well in excess of the £20m set out in the Police and Crime Plan. This has been accompanied by workforce modernization and restructuring projects, all designed to balance demand with resource. It is testament to the Force's hard work and strong leadership – for which I thank the Chief Constable – that the very high bar set out in my Plan has been achieved. And this, in turn, has enabled me to reinvest in the services that lie at the heart of our aims and ambitions.

When I was elected I made clear my determination to put people at the heart of what we do, not just in terms of policing but across all areas of criminal justice and community safety. It is why the Police and Crime Plan makes starkly clear my determination to reduce offending and reoffending, to support victims and witnesses, to make our neighbourhoods and communities safer, and to protect the most vulnerable.

As a result, we have seen huge, positive changes in the way complex, sensitive issues are now handled. For example, in mental health, where every day police officers felt they had no alternative but to take vulnerable people with mental health problems into custody. This was something that needed addressing but it could not be done by the police in isolation. We created a joint police post of Mental Health Partnership Manager to support the multi-agency work of the Mental Health Partnership Group (MHPG). Front line operational staff (including police officers, probation and housing officers) are now given specialist training to equip them with the skills they need to help people with mental health issues.

Funding is in place for a three year programme which will see almost 600 people trained. New arrangements are in place with our partners working in health to ensure people in crisis are no longer transported in police vehicles. And, thanks to Leicestershire's trailblazing Mental Health Triage Car Service, the number of people with mental health problems taken into police custody has dropped by an astonishing 63 per cent in the space of two years. It is this commitment to effective, partnership working that is helping Leicester, Leicestershire and Rutland lead the way in helping deal with mental health issues.

Another example is our new Victim First service. For too long, the needs of ordinary people who found themselves victims of crime were not given the priority they deserved. Victim First is changing that.

It is a service built around the principle which recognizes that people have different needs if they are to cope with, and recover from, their ordeal. Victims of crime (and certain levels of ASB) now have a voice and will be heard. That is a huge step forward and one that would not have been possible without the powers given to PCCs to commission

services for victims and witnesses. I am extremely proud of our mature approach to commissioning services across Leicester, Leicestershire and Rutland. When I took office I said that I was determined to commission not 'services', but 'outcomes' and the success of Victim First and our approach to mental health both stand as testament to that.

But moving forward, tackling the appalling crime that is Child Sexual Exploitation (CSE) must be a key priority – and it must be resourced. All right minded people are sickened by the thought that young people, many of them vulnerable, can be deliberately targeted, preyed upon and then sexually abused.

In November, I (along with my Strategic Partnership Board colleagues) approved a £1.2m programme (from the £2m additional funding I made available in my budget last year) to enable an alliance of agencies to mount a coordinated attack both against offenders and against the underlying causes of CSE; surely national (as well as local) media headlines confirm the enormous importance of doing so. My initiative, CEASE (Commitment to Eradicate Abuse and Sexual Exploitation of the young in our communities) is being formally launched at the King Power Stadium this coming Friday. But, let me be clear. Ensuring that the means are in place in the future to enable us to continue to build upon these successes would not be possible without asking for a rise in Precept.

That is why I believe this budget presents us with an opportunity. Whilst I am proud of the achievements of my Office, I am under no illusion that much more work remains to be done. Where there are victims of crime, there is always work to be done. Both my office and Leicestershire Police have worked tremendously hard to enhance relationships with our strategic partners and to demonstrate the effectiveness of working together in partnership.

But there are some areas where I am disappointed that we haven't yet gone far enough. There are some big issues which could be tackled much more effectively through a more unified approach. And tackling crime and public disorder problems caused by alcohol consumption is surely one such example.

I do not think that those who have the power to decide get anywhere even close to striking the right balance between allowing alcohol-selling establishments (including clubs and so on) to generate income at the expense of the wellbeing, in particular, of our younger community. And it is the police (alongside colleagues in health, of course) who, far too often, have to pick up the pieces on Friday and Saturday nights – or, more precisely, up until dawn the following day. By the same token, there are too many communities whose nights are regularly blighted by the raucous behaviour of those who, quite frankly, should not have been allowed to drink so much, for so long, as they are currently seemingly almost encouraged to do by those who grant licenses. That is why I have decided to invest a further £500,000 into prioritized areas, which include initiatives to tackle much better issues like drugs and alcohol, as well as attacking cyber-crime and enhancing our Counter-Terrorism capabilities. As this panel (and by now every tax-payer here) should expect, I will also do my utmost to put in place appropriate and stringent scrutiny arrangements to ensure that value for money is maintained at all times.

In this regard, partnerships need to be seen as an opportunity, not a threat. I want to see more organizations recognizing the implications of our changing landscape, recognizing the problems that actually exist, recognizing the part that they could – and should – play in addressing those problems, and lastly embracing the opportunities that exist for working in closer collaboration.

Given all of this, it should be unsurprising that, as I approach the end of my term in office, my priority is to provide the Chief Constable with an appropriate level of resource further to enhance public safety in the future, to build on work already under way, and to enable new and emerging policing challenges to be tackled effectively. Since the grant settlement was announced, I have scrutinized, in close consultation with the Chief Constable and my own senior management team, the known and unknown operational challenges facing the force. I am pleased to confirm my support for the Chief Constable by reinvesting resources to help him with the challenges ahead, some of which I have talked about this morning.

That is what the people of Leicester, Leicestershire and Rutland want to see. They recognize the great job that our police officers and staff do in keeping our neighbourhoods and communities safe each and every day. But they are also aware that police funding remains fragile and, in making the decision I have about raising the Precept, I do so knowing the public want to play their part in protecting those who protect them.

I know this because local people have made it clear to me that they will support an increase. More than 80% of people asked during our consultation said they would be willing to pay an increase on their Precept and, most tellingly, over 70% of the total respondents said they would be willing to pay up to 2%. I am thankful for, and reassured by, their support.

In return they will get an even more effective police force, with the permanent addition of 38 police officers beyond those previously planned, to support the protection of the most vulnerable members of our communities. This Precept also enables core funding for the permanent establishment of 251 PCSOs to be sustained beyond March 2017 in support of our local policing teams.

Members of the Panel, I could have opted for a zero increase in the Precept. It is true to say that this would still have been sufficient to embed some of the revenue costs of the operational enhancements that I have outlined earlier in this statement (and which are further detailed in the Paper before the Panel today). But that would have left the force vulnerable to operational and financial uncertainties over the coming months and years.

Alternatively, I could have opted for no increase whilst also 'ring-fencing' the almost certain concomitant underspend of Year 1 (but, of note, only in year one) in order to try to 'cover off' some future unknowns (these including changes to the Funding Formula, or the as-yet uncertain increased costs towards CT and firearms). But this would not have allowed the Force to invest in those operational enhancements which, as you will already have read, are critical if we are going to protect some of the most vulnerable in our society against some of the latest, and most insidious and vile, crimes which really do need to be addressed.

Or we could do what I am saying should be done – raise the Precept by 1.99% (the equivalent of 7p a week, or £3.58 per year, extra for a Band D Council Tax payer). I have given you the rationale that justifies that increase – and I can assure you that, were I staying, I would have ensured that every penny would have been most properly spent to best effect. As it is, this Panel will now need to hold my successor to account in that regard.

Lastly, and on that note, I see it as my duty not to handcuff my successor PCC – whoever he or she may be – with any avoidable or improper financial uncertainty and/or risk. So, in this regard too, I am clear that this budget is the right one for Leicestershire Police.

I leave this post in three months' time and I will do so with the satisfaction of knowing that I have played a pivotal part in ensuring that Leicestershire Police is properly resourced in its need for focused and flexible operational capability, whilst also ensuring that the Force is suitably lean and financially viable.

Amongst many other enhancements delivered by my office (and on which I will comment at a later date), this will be the robust financial legacy that I will leave to my successor in May this year; I hope that this Panel concurs.

Lastly, I want to say this. Whilst I am confident that there will be some questions, I hope that everyone will agree that the reports prepared for this Panel are inclusive (maybe even exhaustive...) and suitably highly explanatory; for this I wish to place on record my personal thanks to my Chief Finance Officer for doing an excellent job. Helen, thank you."

The Chief Finance Officer took the opportunity to thank partners for their assistance in bringing the budget to the Panel. She also thanked members of the Panel for publicising the consultation exercise to the public.

Arising from a discussion, the following points were noted:

- The Chairman and members praised the Commissioner for a positive and well balanced budget and particularly welcomed his commitment (as set out in paragraph 11 of the report) to providing 38 additional police officers and 28 permanent PCSOs (251 in total) in the base budget targeted to high priority crime areas;
- Though the budget position was positive considering the difficult circumstances, an emphasis was placed on the importance of transformation of the Force and the need to remain upstream of priority and complex crime areas that were increasingly inside the home rather than outside of it, such as cyber-crime;
- The additional specialist resource to tackle cyber-crime would be used to gain greater intelligence around what people were doing online, though it was noted that there was a balance to be struck between the public's right to privacy and the tackling of challenging crimes such as this. Some resource would be deployed around pre-emptive education work encouraging people, for instance, to use strong passwords which it was noted could impact around 80% of fraud cases;
- In response to questions around sustainability, the PCC stressed that the financial position of the Force would be increasingly challenging in the outer years of the MTFs and that this would present the incoming PCC in May with further difficult decisions to be made;
- The consultation process around the budget had received over 1,100 responses. It was explained that a private company had been engaged to conduct survey calls to households in order to bring the response rate up to what was regarded by the Home Office as being a statistically representative sample. It was reinforced that this company and others like it had been engaged by other OPCCs in the country for this purpose. Members were assured that the responses provided through this

process were quality assured and scrutinised by the Force. The full detailed results of the consultation process would be circulated to all Panel members for information following the meeting;

- Following the Government's announcement that PCC's would be able to take on additional responsibilities for fire and rescue, it was noted that there had been no indication as yet from the Home Office that funds would be provided to help with this transition, however the Force had a £9 million reserve which could be utilised for this purpose should it be required;
- Effective partnership and collaborative working would be crucial to the delivery of the MTFS. Greater collaboration around number plate recognition and a City Council review of CCTV was highlighted as one example which could benefit both parties.

It was moved by the Chairman and seconded by Cllr. Boyce:-

- “(a) That the information presented in the report, including the total 2016/17 net budget requirement of £170.840m, which includes a council tax requirement for 2016/17 of £55.714m be noted;
- (b) That the proposal to increase the 2016/17 Precept by 1.99% (£3.58 per annum) for police purposes to £183.5770 for a Band D property be supported;
- (c) That the future risks, challenges, uncertainties and opportunities included in the precept proposal, together with the financial and operational mitigations and additional considerations identified be noted;
- (d) That it be noted that any changes required, either by Government grant alterations notified through the final settlement or through council tax base and surplus/deficit notifications received from the collecting authorities, will be balanced through a transfer to or from the Budget Equalisation Reserve (BER);
- (e) That the current MTFS, the savings already achieved, and plans to identify further solutions alongside the requirements of the Police and Crime Plan be noted;
- (f) That the Police and Crime Commissioner, the Chief Finance Officer and all relevant staff at the Office for the Police and Crime Commissioner be thanked for the comprehensive information provided.”

The motion was carried unanimously.

184. Commissioning Framework 2016/17.

The Panel considered a report of the Police and Crime Commissioner concerning the Commissioning Framework 2016/17. A copy of the report, marked “Agenda Item 6”, is filed with these minutes.

The Chief Executive reported that a new Police and Crime Plan would be produced following the election of the new PCC in May and that this would inform commissioning intentions going forward.

The Chairman referred to the good work being done by the Supporting Leicestershire Families programme and other equivalent programmes in the City, Rutland and districts and the importance of preventative work such as this to reduce demand on the resources of the Force and other partners. Outcomes from this work had proved that it was a successful approach to getting families on a better footing. A request was made accordingly for increased funding from the Police for these programmes.

In response, the PCC indicated that he had increased funding in this area during his tenure by 40% and that it would be a decision for his successor as to whether further funding was merited beyond that prescribed in the current MTFS. The Chief Constable made members aware that the Force was not inspected by HMIC in regard to this work and that therefore it could not be considered to be as high priority as other work areas. He added that much police officer time was already committed to these programmes and that this must be factored in, in addition to the Force's financial commitment. It would therefore take a more collaborative approach from all partners to ensure these programmes were resources effectively and appropriately.

The importance of better collaborative working was stressed in regard to mental health services where it was felt that there would be benefits to a greater accessing of voluntary sector resources. It was suggested that this might enable the Force to access grant funding that was currently inaccessible for joint initiatives.

The PCC expressed significant concerns around alcohol and drug use, particularly in the night time economy, which often led to a drain in Force resources and were seen as a root cause to crime. He indicated that he would be discussing this in more detail during the final months of his term of office and stressed the need for a change in culture. It was further suggested that 24 hour alcohol sale licenses that were introduced in 2005 had not had the positive effect on crime that had been hoped for.

RESOLVED:

That the report be noted.

185. Appointment of Independent Co-Opted Members.

The Panel considered a report of the Head of Democratic Services concerning the appointment and term of office of the Panel's independent co-opted members. A copy of the report, marked "Agenda Item 7", is filed with these minutes.

(Col. Martin, Mrs. Carter and the Chairman having each declared a personal interest which might lead to bias in the matter, left the meeting during consideration of this item)

Arising from a discussion, the following points were noted:

- Members commented that Col. Martin and Mrs. Carter had both served the Panel well over the last four years;
- It was felt by some not to be helpful to have the co-opted members' serve coterminously with the PCC as it might provide a lack of continuity at a time of significant change.

It was proposed by Cllr. Page and seconded by Cllr. Slater:

“That the current independent co-opted members of the Police and Crime Panel, Col. Robert Martin and Mrs. Helen Carter, be re-appointed for a period of four years, pending a review in the Summer of the Panel’s constitution.”

The motion was carried unanimously.

186. Date of next meeting.

It was NOTED that the next meeting of the Panel would be held on 22 March at 1.00pm.

1.00 - 3.05 pm
02 February 2016

CHAIRMAN

This page is intentionally left blank

POLICE AND CRIME COMMISSIONER FOR LEICESTERSHIRE POLICE & CRIME PANEL

Report of	POLICE & CRIME COMMISSIONER
Date	TUESDAY 22 nd MARCH AT 1:00PM
Subject	LEICESTERSHIRE YOUTH COMMISSION
Author :	CHIEF EXECUTIVE

Purpose of the Report

1. To present details of the work of the Leicestershire Youth Commission.

Recommendation

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

Background

3. Sir Clive Loader was the first Commissioner to pilot the Youth Commission (YC) project in 2013.
4. The Youth Commission was put in place to support young people's voices being heard on policing and crime issues.
5. The project was initially undertaken in partnership with SHM Foundation.
6. In January 2015, the OPCC Head of Policy and Strategy became the strategic lead for the Commission's work. Youth Communications and Engagement with the YC is supported by Leicestershire Police Communications and Engagement Officer.

Youth Commission Objectives

7. The following are the objectives of the Leicestershire Youth Commission:
 - Support, challenge and inform the work of the PCC and police.
 - Provide a platform for young people to talk about crime issues and solutions with their peers.
 - Support young people in being part of the solution to crime issues that matter to them.

- Improve the relationship between young people and the police.

National Picture

8. Leicestershire Youth Commission is viewed as leading the way in this area. The Youth Commission model is often referred to as the 'Leicestershire Model'.
9. There are now six Youth Commissions on Policing and Crime across the country.
10. Nationally there have been approximately 11,000 consultations with young people through YC workshops.

Leicestershire Youth Commission Recruitment

11. Youth Commission members are recruited from across Leicester, Leicestershire and Rutland (LLR). They are recruited through a selection process that supports diverse representation in the group including those with a criminal justice history.
12. In the 2015-2016 recruitment campaign 72 applications were received. This unprecedented number was accredited to a focussed communication campaign including, social media, contact with youth voice projects across Leicester, Leicestershire and Rutland and radio interviews.
13. A vetting process forms part of the recruitment process to ensure that appropriate safeguards are put in to place.
14. Youth Commission members are provided training to support them working with their peers to undertake workshops on the priority areas. The most recent cohort has received safeguarding, presentation and facilitation training.
15. Members who have stayed on for over a year have an opportunity to become a 'Youth Commission' mentor. The mentors provide support and guidance to the newer members.

Leicestershire Priority Areas

15. The YC members meet and discuss the priority areas in the first two sessions.
16. Each YC priority area has a Leicestershire Police SPOC who provides the YC group with specialist advice on the area they are working on.
17. The table below shows the priorities set by YC members for the last 3 years.

2013-14	2014-15	2015-16
Reducing Offending and Re-offending among Young People	Cyber-bullying and Social media	Child Sexual Exploitation and Missing from Home
The Relationship between Young People and the Police	Domestic Abuse	Domestic Abuse
Anti-Social Behaviour	Respect and	Hate Crime and Radicalisation

	Communication between Young People and the Police	
Hate Crime and Cyber-Bullying	Drug and Alcohol Abuse	Legal Highs
Knife Crime	Reducing Offending and Re-Offending	Police and Community Relations
Drug and Alcohol Abuse	Missing from Home and Child Sexual Exploitation	Youth Violence inc Knife Crime

The 'Big Conversation' Events

18. 'Big Conversation' events are where the Youth Commission members speak to their peers about the priority areas. The events are structured so that the issues and the solutions to one specific priority area can be discussed in depth.
19. The 'Big Conversation' workshops take place in schools, colleges, universities and also with harder to reach groups such as specialist education projects, young offenders institutes and bespoke councils such as the 'Children in Care Council'.
20. 'Big Conversation' events also take place at informal events across LLR. These include Leicester Caribbean Carnival and 'The Download Festival'.
21. Unique Leicestershire Youth Commission branding has been developed with the Commission and 'give-ways' in the form of YC notepads and water bottles are distributed at 'Big Conversation' events.

The 'Youth Survey'

22. To increase the reach and accessibility of the Youth Commission a 'Youth Survey' has been designed. The survey covers the six YC priority areas.
23. This will be circulated for completion by young people and supported by a month long communications campaign.
24. The 'Youth Survey' is also completed at the events so that views on all six priority areas can be considered.
25. The findings of the 'Big Conversation' events and the 'Youth Survey' will be collated and analysed and the recommendations will be presented at the Youth Commission annual conference.

The Youth Police Advisory Group (YPAG)

26. Youth Commission members attend the YPAG meeting quarterly; this is chaired by the Chief Inspector with responsibility for the Youth Portfolio. Two members represent the views of YPAG at the Police Advisory Group for Equality (PAGE) chaired at ACC level by ACC Phil Kay.
27. The advice provided by YPAG is defined as guidance, personal insight or constructive challenge, given by young people on current matters, reflecting their individual perspective from the point of view of a member of the community.

28. Advice provided is independent of the police service, and carries no responsibility or liability for the outcome of decisions based upon it. YPAG exists with the aim of being genuine partners in delivering service improvement and building positive relationships between Leicestershire Police and young people.

Support to other Youth Voice Projects

29. Youth Commission members support other youth voice projects for example the East Midlands Regional 'Prevent' Youth Consultation Panel.
30. The Youth Commission have provided feedback to the Home Office on an interactive 'Stop and Search' mapping tool.

The Annual Youth Commission Conference

31. The findings and recommendations from the Youth Commission's work are presented at The Youth Commission Annual Conference.
32. Police, partners and young people attend to hear and discuss findings and shape the final recommendations.

Leicestershire Youth Commission Results

33. Approximately 3600 young people in LLR have been engaged with through YC workshops.
34. There is anticipated to be an increase in consultation with young people by using the 'Big Conversation' Survey (being rolled out March 2016) to support the 'Big Conversation' events.
35. There is an increase in engagement with young people as there are 'Virtual Youth Commission' members. Virtual YC members are sent consultations and are asked for input by email or phone but don't physically attend events.
36. Recommendations made by the YC have resulted in various policy changes and initiatives that improve policing. These are shown in the table below:

Priority Area	Recommendation	Update
Reducing Offending and Re-offending	Reformed Character Qualification	- Nationally recognised NVQ produced - Run by Glen Parva Young Offenders Institute - Three Young Offenders fitted criteria - Two completed NVQ - Two went on to enter full time employment
		- '4 As' Accreditation being developed from feedback from offenders. - 4 As – Ability, Attitude, Attendance and Achievement.

		<ul style="list-style-type: none"> - PCC and Leicestershire Police Accreditation - In development with Glen Parva Young Offenders Institute based on lessons learned
Relationship with the Police	Young people deliver training to Neighbourhood Policing Officers	<ul style="list-style-type: none"> - Youth Commission members now deliver training to Neighbourhood Policing Officers on a quarterly basis.
	Young people review Stop and Search training	
	Young people to review Stop and Search Body Cam footage	<ul style="list-style-type: none"> - First 'Stop and Search Reference Group' 11/02/16. - Review of Body Cam footage added to Group Terms of Reference. - Body Cam footage will be reviewed at meeting on 14-04-16 and thereafter
Child Sexual Exploitation	Repository of information on what happens when you report CSE	<ul style="list-style-type: none"> - Film production in progress showing what happens and what support is provided if a CSE crime is reported. Funded by Strategic Partnership Development Fund (SPDF)
	YC member to sit on LCSB CSE, Missing From Home and Trafficking Sub Group	<ul style="list-style-type: none"> - YC member sat on Board. - YC members to review group's delivery plans. - Working together with the Chair of the Group on the best ways for the YC to be involved in the work of the Boards.
Cyber-crime and bullying	PCC lobbies government for increased prominence of cyber reporting	<ul style="list-style-type: none"> - Letter written to each PCC, HASC and local MPs for support. - Funding provided in the SPDF CSE bid for social media work.
Domestic Abuse	Repository of information on what happens when you report Domestic Abuse	<ul style="list-style-type: none"> - Recommendation agreed. - Film as per CSE recommendation - idea being developed. - Funding yet to be secured - Head of Policy and Strategy to attend DA Delivery Group Meeting to

		discuss options.
--	--	------------------

Implications

Financial –	The Youth Commission is funded via the Commissioning Framework
Legal -	There are no legal implications identified.
Equality - Impact Assessment	There are no equality issues identified.
Risks and -Impact Link to Police and Crime Plan	There are no risks identified. Linked to strategic priorities 1 to 17

List of Appendices

None

Background Papers

None

Persons to Contact

Miss S Houlihan, Head of Policy and Strategy, Office of the Police and Crime Commissioner
Tel 0116 229 8986, Email: Suzanne.Houlihan@leics.pcc.pnn.gov.uk

POLICE & CRIME COMMISSIONER FOR LEICESTERSHIRE POLICE AND CRIME PANEL

Report of	POLICE AND CRIME COMMISSIONER
Date	TUESDAY 22nd March 2016
Subject	QUARTER 3 2015/16 – PERFORMANCE REPORT
Author	MR MIKE SWANWICK – PERFORMANCE AND EVALUATION COORDINATOR, OPCC

Purpose of Report

1. The purpose of this report is to inform the Police and Crime Panel ('the Panel') on performance towards achieving the objectives in the Police and Crime Plan ('the Plan').

Recommendations

2. That the Panel note the contents of the report.

Background

3. The Police and Crime Plan performance is assessed on a quarterly basis to provide a view of performance towards achieving the objectives within the Police and Crime Plan.
4. In line with the partnership approach for the Plan, data provided by partners is supplied to relevant management boards before going to the OPCC for inclusion in the dashboard. Therefore data which has not been received at the time of the report will not appear in the dashboard.
5. In the last report to this Panel the Police and Crime Commissioner (PCC) advised that the performance management capability was being developed so that social return on investment (SROI) analysis is completed and reported on from within the OPCC.
6. The first two SROI analyses will look at the work of the Youth Commission and also the work of the Vulnerability Initiative (specifically the Assertive Vulnerability Response team) commissioned through the Leicester, Leicestershire and Rutland Strategic Partnership Board. Initial stakeholder engagement work has taken place as part of the Youth Commission SROI work and a theory of change (TOC) model has been developed alongside the Mental Health Partnership Development Manager for the Assertive Vulnerability response team, one of the projects which form the Integrated Vulnerability Management Initiative. Work will continue on these initiatives and the Panel will be updated in due course.

Executive Summary

7. The PCC attends or is represented on a range of strategic and operational groups through the Force's governance structures, which enables the provision of scrutiny, support and challenge to the Force, in line with the strategic objectives of the Police and Crime Plan and delivery of an efficient and effective police service.
8. The PCC holds regular 1:1s with the Chief Constable, and the PCC and OPCC work closely with the Chief Officer Team and senior managers across the Force. The information below provides an overview of the work being undertaken by the PCC, OPCC and the Force in line with making sure the Force is performing effectively, efficiently, providing value for money and delivering outcomes in line with the Police and Crime Plan.
9. The previous report to the Police and Crime Panel regarding Force performance highlighted some context including population and vehicle growth over the recent past, fast paced change and cross force collaboration, alongside the implementation of NICHE (the new regional Crime, Custody, Intelligence and Case Management System), the Edison restructure and the force's Blueprint 2020 programme and also the three force Strategic Alliance developments.
10. The HM Treasury's Comprehensive Spending Review (CSR) has determined that overall Police Budgets will not be reduced in real terms if precepts are increased over the 5 year period to 2020. A detailed update on the Precept and the Medium Term Financial Plan was provided to the Panel in February 2016.
11. Leicestershire Police launched Blueprint 2020 in anticipation of the CSR, and this work continues alongside the final business case for a Strategic Alliance with Northamptonshire and Nottinghamshire Police Forces, as a programme of work to ensure that an effective and efficient policing service is delivered using the financial settlement available.
12. Commissioned services provides additional support to meet needs across Leicester, Leicestershire and Rutland (LLR) in relation to the Police and Crime Plan and so the performance of these services helps build the picture of the overall effectiveness of Leicestershire Police and its relationships with partner agencies. Monitoring from these services is included below under "Performance updates" and a separate report on Victim First is also tabled on the agenda today.
13. An Outcomes Framework has also been developed this year which will, over time, allow improved performance data to be provided for commissioned work. This will include the implementation of an independent survey for service users of Victim First.
14. The PCC and OPCC have worked with regional Police colleagues to develop oversight of the performance and progress of collaborative services across the region. The first report was presented to the East Midlands Police and Crime Commissioners Board in February 2016. Whilst neither the papers nor the minutes are publicly distributed, the work being progressed will enable each PCC to assess the effectiveness and performance of the contribution of regional collaborations to delivering the Police and Crime plan locally.
15. The PCC is working with partners across Leicester, Leicestershire and Rutland (LLR) through the Strategic Partnership Board (SPB) to ensure that there is an effective and

efficient criminal justice system and an effective and collaborative partnership response to crime and antisocial behaviour across LLR. The partnership have agreed funding through the Strategic Partnership Development Fund (SPDF) for three major projects, which are a programme of work to tackle Child Sexual Abuse and Exploitation (CSA/E) under the CEASE (Commitment to Eradicate Abuse and Sexual Exploitation) campaign. The other projects are the Braunstone Blues project, which focuses on Integrated Place Management, and the Vulnerability Initiative, which focuses on Integrated Vulnerability Management. Work is also underway in the OPCC and with the key partners to develop a performance framework to capture this work and the effect of the partnership in delivering community safety.

16. Since the last performance report was presented to the Panel Her Majesty's Inspectorate of Constabulary (HMIC) have published a number of reports in relation to their Inspections of Leicestershire Police, including the yearly inspections into Police Effectiveness, Efficiency and Legitimacy (PEEL).
17. The judgments made by HMIC have been very positive overall, with Leicestershire Police receiving judgments of "Good" in all PEEL categories for the second year in succession, and the Police and Crime Commissioner has recognised the Force's achievements in this regard and placed on record his gratitude to all staff. Whilst HMIC do not inspect the PCC, OPCC, or partners, it is clear through the reports that the work of partners and the strong partnership relationships across LLR play a significant part in the effectiveness and efficiency and legitimacy achieved as judged by HMIC.
18. The HMIC reports, including areas of focus for improvement to move from Good to Outstanding, will be discussed in further detail in a separate section of this document.
19. The PCC has, over the last two quarters since the last performance report, has sought clarity from the force on several performance areas around performance against the Police and Crime Plan and delivery of an effective and efficient Police Service. These include (but are not limited to) operation of the new policing model, Contact Management Department performance, response performance, crime recording, operation of the NICHE system and subsequent impact on recorded crime levels, dealing with vulnerability, all user satisfaction levels, handling of complaints and misconduct, and Information Management processes. The outcomes of some of these discussions are highlighted below.
20. The good work of the Force in developing their own performance frameworks and governance to enable a rounded assessment of performance and provide information around all areas of performance is recognised.
21. The Force, through the Performance Delivery Group (PDG), regularly assesses their performance in relation to operation of the operating model and using their resource to meet their demand. The revised model, as previously reported to the Panel, is in the main operating well, and where issues are identified, as previously with delays within the Investigation Management Unit, action is quickly taken to resolve matters.
22. Call Handling for Emergency and Non-Emergency calls is also regularly assessed; recent increases in demand have seen a spike in abandonment of Non-emergency calls, and the Force have identified this and put in place a number of actions to resolve matters.
23. Emergency and priority response times have increased since October but the Force have demonstrated that these are in line with the expected bounds which have

stabilised at one deviation above the mean. The OPCC continue to monitor this with the Force.

24. There will be within the next year an unannounced inspection by HMIC in relation to Crime Data Integrity. Whilst there are currently some issues, as detailed below, the Force is regularly auditing themselves, with levels being shared through the PDG. The most recent audits indicate an increasing level of compliance, which should result in a "Good" grading from HMIC. The PCC has regularly sought and received updates from the Chief Constable in the Strategic Assurance Board meetings.
25. There have been issues identified alongside the implementation of NICHE which have impacted on the accuracy of crime recording within the Force which they have identified, and provided the update in the following paragraphs.
26. The NICHE crime recording system offers a platform for detailed crime recording on a consistent basis across the Force and East Midlands region. However, as with the introduction of any new system implementation can be a complex and challenging situation. Whilst Niche is operating to the required standard, previously established working processes have required monitoring and in some cases changing. In many cases, these processes could not have been changed without testing operationally. The Force had convened a strategic and a tactical group to monitor the ongoing situation, rectify problems and seek to fully embed Niche and the new processes. This had stopped briefly, but due to the requirement for further support work to address recently discovered issues with NICHE, some of which are highlighted in this document, the Force is taking steps to re-establish this group.
27. The work already delivered includes additional training, continuous improvement and working with staff across the force to understand the issues noted above. The most recent work has concentrated on data accuracy which has been included in the current development plans. The development plans are scrutinised by chief officers, and resources have been allocated accordingly. This will continue.
28. Recently, analytical work has identified some potential issues relating to the recording of certain crime categories that may mean that there has been a degree of under-recording of crimes, which further review by the Force has already highlighted is lower than previously anticipated. In essence this relates to the apparent recording of multiple victims of crimes that in accordance with the National Crime Recording Standards (NCRS) should have one victim per crime.
29. This may have an impact on levels and identification of crimes of violence, domestic violence, and also hate crime, issues which are touched on in the strategic priority reports below, although the Force are progressing this work..
30. The outcomes of the relevant audits are provided to the PCC and OPCC and discussed through the Strategic Assurance Board, Performance Development Group and "Get it Right First Time" meetings. The Force has identified the issues in relation to this and regular updates are provided through the meeting structure as detailed above.
31. There is nothing in the initial identification work that would suggest that the crimes have not been investigated, or that the victims have not received appropriate response from the Police, solely that the recording of the crimes on the NICHE system may not be in accordance with the NCRS.

32. In relation to Vulnerability, there have been a number of recommendations highlighted by HMIC, which will be detailed later in this document. The Force has been asked to respond to the HMIC report through the SAB in March 2016.
33. User satisfaction remains an area of concern for the PCC. There have been decreases seen in many categories, and a Gold group has been set up to address this, and whilst the decline in satisfaction for vehicle crime has been assessed and is understood by Leicestershire Police, the PCC has requested that this group identify the possible explanations and determine actions to deal with declines in satisfaction in categories of Violence, Hate Crime and Incidents and Antisocial Behaviour.
34. The Independent Police Complaints Commission (IPCC) published a report on complaints against the Police Service in which information was represented which showed a substantial increase in complaints (25%) against Leicestershire Police employees between 2014/15 and 2013/14. The PCC asked the Force for a response to be discussed at the Strategic Assurance Board (SAB) on the 30th October 2015. A paper was presented at that SAB and resolutions were made to have a bi annual update on progress against agreed recommendations to improve the service for dealing with complaints through the Professional Standards Department. The work to address the issues highlighted has already begun. Investigations into complaints and misconduct investigations were also highlighted by HMIC in their Police Legitimacy Inspection, which will be discussed later in this document.
35. The force is responding to reports by the Information Commissioner's Office (ICO) and Her Majesty's Inspectorate of Constabulary (HMIC). The ICO has commented favourably on the work of the Force and there are a number of key projects being set up. The OPCC has met with the Force Information Manager and also the Force Risk and Business Continuity Advisor to discuss specifically the risks posed around Information Management and to keep track of progress in line with the recommendation from the Information Commissioner's Office and the HMIC reports (below). The Force provided an update on progress in preparation at the Joint Audit, Risk and Assurance Panel (JARAP) in Dec 2015.
36. The Chief Constable presented a paper to the Strategic Partnership Board, chaired by the Police and Crime Commissioner, on the 29th October 2015 which discussed CONTEST, the government's Counter Terrorism Strategy, and the PREVENT strand which forms part of that strategy. Counter Terrorism and Domestic Extremism is one of the three priorities of the Strategic Partnership Board. The Police and Crime Commissioner will request regular and formal updates around CONTEST/PREVENT from the Chief Constable, partners and regional and national colleagues to provide assurance around the understanding of threat harm and risk of and response to threats from terrorism and domestic extremism.
37. Recorded Crime levels are discussed monthly through the PDG, which is attended by the Performance Officer and often, also by the PCC. There is more detail under each strategic priority below; Vehicle crime, whilst stable and within expected bounds this year remains high over the long term, and recorded volumes of Domestic Violence with injury and Hate Crime are lower than anticipated. Burglary Dwelling is seeing a seasonal spike, and this is being closely monitored.

Her Majesty's Inspectorate of Constabulary (HMIC) Police Effectiveness, Efficiency and Legitimacy (PEEL) Inspections and other HMIC Inspections and associated publications

38. Her Majesty's Inspectorate of Constabulary (HMIC) has completed its inspection of Leicestershire Police related to the Police Efficiency, Effectiveness and Legitimacy Inspection (PEEL) programme, which also included an assessment and judgment on the Leadership of the Force. Leicestershire Police were judged to be "Good" across the Effectiveness, Efficiency and Legitimacy inspections, and judged to be "a well-led Force" through the Leadership inspection.
39. The force will be providing the PCC with a detailed update at the next Strategic Assurance Board in April 2016, although this report highlights some areas, these will be scrutinised in full at that meeting.
40. In line with the "Good" judgments, there were extensive examples of good work and best practice highlighted, for which the PCC has formally thanked and congratulated the Force.
41. There were also some areas for improvement, including one question graded as "requires improvement", which the Force is responding to through the SAB. Responses to all of these areas are planned by the Force with the aim of going from "Good" judgments to "Outstanding" in future PEEL inspections. Some of these will be highlighted in the paragraphs below.
42. Effectiveness: Leicestershire Police were given a "Good" grading overall in relation to the effectiveness pillar question "how effective is the force at keeping people safe and reducing crime?" and also received three "Good" gradings and one "Requires improvement" grading for the four questions which make up the pillar. The "Good" grading was received for "how effective is the force at preventing crime and antisocial behaviour and keeping people safe?", "how effective is the force at investigating crime and managing offenders", and "how effective is the force at tackling serious and organised crime, including its arrangements for fulfilling its national policing responsibilities?". The question which was graded as "Requires Improvement" was "how effective is the force at protecting from harm those that are vulnerable, and supporting victims?"
43. Effectiveness: HMIC found that Leicestershire Police are good at preventing crime, antisocial behaviour and keeping people safe, with the reduction of crime and ASB explicit priorities and routinely translated into operational policing activity. HMIC Zoe Billingham advised that she was very pleased with the performance of Leics Police in keeping people safe & reducing harm and commended the force for its strong focus on preventing crime and anti social behaviour from happening in the first place saying the force is judged to be good in this vitally important area of policing. They also found that the force has a "top-to-bottom" commitment to maximise the benefits of joint working, and shares information effectively with partners, making best use of joint resources. Neighbourhood Policing remains the lynchpin of the force's revised operating model, and these teams work effectively with community safety partnerships. The force is also making progress in the use of "evidence based policing".
44. Effectiveness: HMIC found that the force's capability to investigate crime and manage offenders is good. The general standard of investigation is good, and supervision is thorough, especially in relation to specialist units where detectives are highly skilled, experienced and well-motivated. However, there is still room for improvement, with delays in allocating crime for investigation and keeping victims up to date. Partnership

working ensures that the force's management of registered sex offenders and other dangerous individuals is effective, and there is a firm focus on understanding and preventing offending, with diversion from the criminal justice system also in place where appropriate. Two areas for improvement listed are victim satisfaction (which is covered in this document) and arrangements for tracing wanted suspects.

45. Effectiveness: HMIC found that Leicestershire Police generally provides a good service in identifying vulnerable people and responds well to them, and works well to provide effective joined up services with partner organisations, with some excellent examples of innovative joint projects to support vulnerable victims. However, there are several areas where improvement is needed to ensure a consistent service and vulnerable people are properly protected, particularly victims of domestic abuse, and investigating online child sexual exploitation. The force needs to improve its process for allocating investigations including on occasions those involving vulnerable victims, to ensure that investigative opportunities, and importantly, opportunities to protect victims are not lost, putting at risk both the safety of the victim and the ability to bring the offender to justice.
46. Effectiveness: HMIC found that the force is strongly committed to improving its services to protect vulnerable people but needs to review its understanding of the scale and nature of crimes against vulnerable people so that it can be sure that the services it has designed and implemented with partner agencies best meet their needs. The force's management of missing children and services to the highest risk victims of domestic abuse have improved, however the lack of capacity in the unit dealing with online CSE is undermining its effectiveness.
47. Effectiveness: HMIC found that Leicestershire Police has a good understanding of the threat and risk posed by serious and organised crime. There is evidence of effective joint working with other law enforcement agencies, and the co-ordination and prioritisation of activity is effective. The force also has the necessary arrangements in place to fulfil its national commitments under the Strategic Policing Requirement.
48. Efficiency: Leicestershire Police were given a good grading overall in relation to the pillar question "how efficient is the force at keeping people safe and reducing crime?" and also received good ratings for all three questions which make up the efficiency pillar; "how well does the force use its resources to meet its demand?", "how sustainable and affordable is the workforce model?" and "how sustainable is the Force's financial position over the short and long term?".
49. Efficiency: Through the PEEL Efficiency inspection the published report highlighted a number of areas of improvement which could take Leicestershire Police from good to outstanding. These areas included some areas of operation of the new Police Operating Model (post project Edison), consultation with partners and the public around changes to operational services, victim satisfaction, and public engagement through social media. The PCC will ask the Force to evidence progress against these areas highlighted through the Force Performance Delivery Group (PDG) and the Strategic Assurance Board (SAB).
50. Efficiency: HMIC have also published their Value for Money profiles (VFM) for all police forces nationally. Leicestershire Police are near the national averages for Police Officer numbers and costs, although cost per Police Officer is substantially less than the most similar group (MSG) of forces. The percentage of spend on frontline support and non-visible operational frontline is high nationally and amongst the MSG, although it is unclear if regional collaborations have an impact on this. Premises related expenses are noticeably lower than MSG and national levels, whilst Police and

Crime Commissioner commissioning costs are higher.

51. Legitimacy: The overall judgment for Leicestershire Police was “Good”. HMIC stated that the chief officer team (COT) were fully committed to the need for an ethical and inclusive workforce; there were appropriate arrangements in place to support the wellbeing of officers and staff, a good understanding by local teams of their neighbourhoods and positive engagement with the public. HMIC also stated that Taser is used fairly and appropriately by well-trained officers. The three questions were examined by HMIC to reach an overall judgment were “to what extent does practice and behaviour reinforce the wellbeing of staff and an ethical culture (Good)”, “how well does the force understand, engage with and treat fairly the people it serves to maintain and improve its legitimacy? (Good)” and “to what extent are decisions taken on the use of stop and search and Taser fair and appropriate (Requires Improvement)”.
52. Legitimacy: Highlighted by HMIC in the general summary were that the force had a well-established set of values that promote ethical behaviour, championed by the COT, there was a positive approach to the Code of Ethics and appropriate information available to the workforce, there were a number of wellbeing initiatives to support officers and staff, who were positive about the provision of these initiatives, the Professional Standards Department (PSD) carried out assessment of all complaints and internal misconduct allegations, which produced consistency and fairness in decision making for officer and staff cases (although there are some issues with timeliness highlighted).
53. Legitimacy: HMIC found a number of examples where neighbourhood teams engage well with their communities, attending local community events, speaking to the public, making crime prevention literature and equipment available and providing general advice. There were a range of communication channels used; including social media, press releases, consultation exercises and the force has a good understanding of the needs and concerns of the public.
54. Legitimacy: The Force is not complying with the Best Use of Stop and Search scheme, in particular not recording whether or not the outcome of the search relates to the item searched for, not publishing all the information required (around Stop and Search), and although monitoring the impact of Stop and Search on Black, Asian and Minority Ethnic (BAME) people, not monitoring the impact on young people.
55. Following the HMIC reports on Child Sexual Exploitation (CSE) -”In Harm’s Way” and “Online and On the Edge” – which focus on online aspects of CSE, the PCC has posed a number of questions to the Force in relation to the reports and their response was discussed at the September 2015 Strategic Assurance Board. The Force responded in full to all the questions asked through a written report to the Strategic Assurance Board on the 29th September 2015, and identified the key issues as being the delays through the High Tech Crime Unit (HTCU). At the Strategic Assurance Board on the 30th October 2015 this was followed up with a report and action plan from the Head of Forensic Services Operations (South) which detailed measures being put in place to reduce waiting times to one month from the current position of seven months.
56. Leicestershire Police are complying with a national directive to use intermediaries in all cases where the victim of a crime is under 13 years of age, which is having implications for adult cases where an intermediary is required as there are insufficient numbers of qualified intermediaries available nationally.

57. Sir Thomas Winsor, the Chief Inspector for Her Majesty's Inspectorate of Constabulary, has written to all Police and Crime Commissioners and Chief Constables, indicating HMIC's intention to inspect unannounced all Forces to assess Crime Data Integrity (CDI) over the coming year. The Force has implemented a programme of work led by the DCC and Force Crime Registrar to ensure compliance, and improvements are being seen through the Force's regular audits.
58. The Force will also be requested to provide a response to the HMIC report "Real Lives, Real Crimes; A study of digital crime and policing (July 2015, HMIC, unpublished) which provides a national assessment of the response to digital crime through the Strategic Assurance Board cycle.
59. The HMIC also published the Rape Monitoring Group Data report. The key areas highlighted for Leicestershire Police were taken to the Get it Right First time group chaired by the Head of Crime for the Force. The Head of Crime provided assurance around the performance reported and this coupled with the comprehensive response to the HMIC inspections relating to Child Sexual Exploitation sufficient assurance was gained. Performance information around the investigation and prosecution of offences of Rape is also undertaken through the Force's Serious Crime Group and regional prosecution team performance management meetings so will continue to be monitored by the PCC and OPCC through the information from these groups.

Quarter 2 2015/16 Performance Dashboard

60. Please refer to Appendix A – Performance Dashboard

Performance Updates

Strategic Priority 1 – Preventing and diverting young people from offending

61. First time entrants (FTE) (10-17 years old) to the Criminal Justice System data for Q3 2015/16 have been received from Leicestershire County Council covering Leicestershire and Rutland. Data for Q3 2015/16 shows 34 First Time Entrants into the CJS, which is a 55% (or 12 FTE) increase when compared to Q2 2015/16 and a decrease compared to the same quarter in the previous year (30% or 14 FTE), with the cumulative decrease for 2015/16 reaching 42% over the first nine months of the financial year. The reductions seen are broadly in line with national reductions, and the County Youth Offending Service Management Board Performance Report for 2015/16 attributes this success to the prevention triage process, the Youth Police Decision Panel and successful intervention programmes such as the Youth Inclusion and Support programme (YISP).
62. Data received for the same time period for Leicester City shows 49 First Time Entrants, an increase of 28 FTE (or 133%) from the previous quarter and an increase of 3 FTE (or 7%) from the same quarter in the previous year. It should be noted that nationally, although decreases have been seen for some time, practitioners estimate that the numbers which remain will be the most complex cases, so continued reductions will be harder to achieve. This may be what is being seen for LLR currently.

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

63. The most recent information provided for the Integrated Offender Management (IOM) Programme covers the period April 2015 to September 2015. This information

highlights that 65% of offenders aged between 18 and 24 on the cohort reduced their offending, when comparing the stated time period with the same period the previous year, by more than 17%. The actual number of offences committed by this section of offenders on the cohort reduced from 103 offences between April and September 2014 to 21 offences between April 2015 and September 2015, a reduction of 80%.

64. The IOM performance information also included tracking of needs assessments for the cohort, including assessment of those identified as risk of serious harm and high likelihood of offending cases, and an assessment of added value of subsequent interventions and pathways out of offending over 3 month time intervals, to try and evaluate and contrast information around need and pathway provided to determine effectiveness. This information was discussed at the Reducing Re-offending Board and the OPCC will request this information, or the information produced through the Justice star, once this becomes available.
65. Leicestershire Police have provided information for 2014 and 2015 covering the offending or re-offending of people aged between 18 and 24 in 2014 and 2015. This information is based solely on charges issued (not any out of court disposal) and shows that in 2015 there were 1,621 people aged between 18 and 24 charged with an offence. This compares to 1,789 people aged between 18 and 24 charged in 2014; a 9% reduction in 2015. Of those individuals who were charged in 2014 (1,789) 636 were also charged with an offence in 2015, which is 36% of the cohort (indicating that 36% of those young people re-offended). 18-24 year olds formed 26% of all people charged in 2014, and 27% of all people charged in 2015, which indicates that the reduction is due to an overall and proportionate reduction in charges between all age groups between the two years. This 36% re-offending rate is similar to the latest published binary re-offending rate for youths (18 and under) across LLR, but not similar to the binary proven reoffending rates for adults, which is lower.

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

66. Data from Public Health England is only available for internal use and cannot be published publically until Public Health England has released the information nationally through the Office for National Statistics (ONS). Data has been supplied through contract monitoring performance returns although the instruction from Public Health England is that the data is not for publishing prior to release by the ONS and no indication of performance may be given in a public forum. Published data on the Public Health outcomes framework is being assessed by the OPCC to see if this data, which can be shared publically, can be used to determine progress.
67. Substance Misuse services are being commissioned by Leicester City and Leicestershire County Council and the OPCC. This will be in place from July 2016, and there is a performance framework developed for these services which will be used to assess performance of these services once established.

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

68. The OPCC has been provided by all partners with an agreed suite of performance indicators for contract monitoring arrangements which should enable a further developed evaluation of performance, with returns required in October and May. It is recognised that partners are at different stages within the Supported Families

programmes.

69. Two out of three October 2015 contract monitoring returns have been received. Leicester City and Leicestershire County have provided returns. Rutland has provided a financial return only. Local Authorities are asked by the Government to specify what they aim to achieve with each family in regards to each of the six qualifying areas; and provide a baseline and measurements against which significant and sustained progress can be evidenced.
70. Leicestershire County Council have agreed to provide information in respect of three of the six qualifying areas, which are most relevant to Criminal Justice – involvement in crime or ASB, Children in need of help, and Families affected by domestic violence and abuse. They report that 824 families received an assessment and at least one review between 01/04/2015 and 30/09/2015. For the first qualifier, parents and young people involved in crime and antisocial behaviour, Leicestershire County Council reported that 36% of families within the cohort¹ met the crime reduction outcome, with 88% of children in the cohort meeting the “no involvement” with Youth offending outcome, and 38% of families meeting the reduced ASB outcome. There was no data available for the re-offending outcome. For the “children who need help” qualifier, 51% of the cohort of families met the improved assessment via a “Family Star” outcome, and 92% of the cohort of families met the outcome of not requiring a further plan or involvement from children’s social care for a period of 6 months. Data was not available for CSE reduction or reduction in missing episodes (frequency or duration). For the final qualifier, families affected by domestic violence and abuse, 61% of families met the Family Star Outcome, and there was no data available for incidents of domestic violence and abuse or reduction in CAADA / DASH scores.
71. In relation to missing data sets Leicestershire County Council have informed the Office of the OPCC that they are unsure when they will be able to submit any data for those indicators.
72. Leicester City Council report that for the April – September 2015 622 families were worked with. The same three qualifiers were reported on to some extent – Parents and Children involved in crime and ASB, Families affected by domestic violence and abuse and Children in need. For Families affected by domestic violence and abuse and Children in need no data is available, and data is available for two of four indicators which show that 465 of 622 family members had not been subject to an ASB intervention and 112/119 families had shown a suitable reduction in offending by minors.
73. In light of the difficulties in obtaining suitable data for the supported families programmes the OPCC will take the Supported Families programmes yearly submissions to local government for payment by results as the overarching indicator of performance and report on this indicator yearly within the annual report.

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

74. Reports of Domestic Related Violence with Injury offences have been generally higher over the last two years, although there was a steep fall coinciding with the time when the NICHE crime recording system was introduced

¹ This cohort is unlikely to be all 824 families, as all may not be included under each specified qualifier.

75. Work has been carried out to ensure that all offences are flagged correctly as domestic related, and the most recent two months have shown levels which are within expected levels. The Force will be carrying out work on the previous month's crimes to ensure that all are flagged appropriately. Updates on this work will be given in the monthly PDG meetings, under the chairmanship of the DCC.
76. A new, co-commissioned Leicester, Leicestershire, and Rutland (LLR) Sexual and Domestic Violence Information and Support service has been procured and the service started on the 1st of December 2015, delivered by United against Violence and Abuse (UAVA). This will replace the existing arrangements and is intended to improve outcomes, value for money and ensure parity of service across LLR. This will also assist with comprehensive monitoring of service usage and contribute to an evidence base for recognising improvements in awareness of services offered across LLR. The OPCC has fully engaged with partners and has contributed financially towards the commissioning of this service which is aligned to the new Victim First arrangements.
77. In the previous report to the Panel there was reference to Project 360, where Leicestershire Police and partners are working together to support victims and households who have experienced three police-reported domestic incidents in a year. After an interim evaluation the decision was taken to commission this service and it is currently out to tender. There are specific performance monitoring requirements within the specification which will enable the evaluation of impact of this service as well as social value provided.

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

78. The level of recorded rape offences has fallen in quarter three to levels concentrated around the mean. It is important to note however, that this still represents a high level when considered against the long term trend.
79. The proportion of offences reported within 7 days of the offence was higher in Q3 than in any previous quarter since the start of 2014, meaning that a lower proportion of historical offences were reported.
80. There is a significant level of reporting of historic offences. During the first half of the year more than 65% of Rape reports related to offences committed within a year prior to report, 12% reported between 1 to five years after the offence, and 23% reported more than five years after the offence was committed.
81. An increased workload pressure on the Signal team has been recognised and this was discussed at the October 2015 PDG meeting. This will be monitored going forwards to ensure that the level of staffing is appropriate to facilitate a thorough and effective response to these offences and properly supports the needs of the victims.
82. The inference from the data is that there is confidence amongst victims of recent and older offences that their cases will be taken seriously and investigated appropriately by the Force.

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

83. The levels of recorded hate crime have fluctuated within relatively narrow bounds below the mean expected level for the last nine months. There was a significant increase last year to the peak seen in July 2014, however the period to December 2016 saw a reduction in the trend which has stabilised the levels of reports.
84. A recent audit carried out by the Force found that only two thirds of hate crime offences were flagged as such within the Crime system, meaning that, although the crime is recorded, and counted in home office statistics, the fact that it is a hate crime is not highlighted or recorded. Work is being undertaken by the Force Crime Registrar and others with the Crime and Intelligence Directorate to ensure the results of the audit are acted upon.
85. Satisfaction levels regarding racist incidents and hate crime have been decreasing gradually for the past 12 months, with the most recent 12 months data showing overall satisfaction at 79%.

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

86. The level of recorded ASB incidents exhibit a general seasonal pattern of a fall over the autumn and winter months with an increased level of incidents building over the spring and summer period. This pattern has been continued in quarter three, with levels consistent with previous autumn/winter levels.
87. The continued use of the repeat caller database has enabled neighbourhood teams to effectively problem solve persistent issues, such as ASB. This work has now also expanded to include partnership agencies, so that a multi-agency response can be applied to callers of high demand.
88. Recorded ASB incidents remain at low levels, with the general downward trend continuing.
89. ASB Satisfaction levels have seen continued reductions, with three of four recent months resulting in overall satisfaction levels below 72%, and this is resulting in a drop in the 12 month rolling satisfaction levels reported.

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

90. Whilst there is widespread recognition that the current policing models and priorities are different from those at the time that this survey regime was implemented, all User satisfaction constitutes satisfaction levels from a sample of burglary, vehicle and violent crime victims. A proposal to abolish the Home Office returns of this data was postponed for a year.
91. Quarter three saw an apparent stabilisation in the satisfaction level, which stood at 80.4% at the end of Quarter 3. The most recent information indicates that the rate remains stable.
92. Many vehicle crimes are now non-attendant and receive an appropriate telephone based service at the outset. Therefore, the need to finalise crimes at the earliest appropriate opportunity where there are no viable lines of enquiry does mean that the

current survey questions do not fit well with the current policing response and this may well have contributed to the trend seen above.

93. A strategic lead officer has been assigned to this area, and a comprehensive delivery plan around confidence and satisfaction has been established. The implementation of this plan, and the resulting performance, is discussed in detail at both PDG and SCCB meetings and reported in future SAB reports.
94. A Target Hardening Scheme available to all victims of crime referred through Victim First has been commissioned by the PCC. The performance and evaluation of impact of this service will be monitored through performance monitoring by the OPCC, and is mentioned in the separate Victim First report provided to this panel.

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

95. The latest Community Based Survey (CBS) results show that confidence in Leicestershire Police continues to rise. This is extremely good news and is a strong indicator that the Force continues to address local concerns in an effective way.
96. There has been further scrutiny around complaints against the Police which is detailed in the executive summary and HMIC section on legitimacy.

Strategic Priority 11 - To reduce all crime

97. The level of control has been very tight in Quarter Three 2015/16, with no large spikes in overall criminality. Over the last 12 months, there has been little change in overall crime numbers compared to the previous 12 months, and Leicestershire continues to perform well in relation to peers.

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

98. Burglary Dwelling offences have continued to follow the seasonal pattern in offending, but at lower levels to that of previous autumn/winter months.
99. Satisfaction levels for burglary continue to reverse the trends seen for many satisfaction rates of other crime categories, currently standing at 89%.
100. Op Tiger Secured started in October, which is the Force response to the seasonal rise in Burglary offences. By the middle of December, there had been 85 arrests for a variety of burglary related offences. Officers and PCSOs patrolled hotspot areas, acted on intelligence, carried out warrants and visited known offenders. Crime prevention advice was also distributed as part of the cocooning of burglary locations.

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

101. Violence against the person with injury includes offences such as actual bodily harm, and grievous bodily harm. Levels in Quarter 3 were at expected levels, an increase on the previous significantly low levels in recent months
102. It should be noted that the recording issue highlighted earlier may, when fully investigated and resolved, result in an increase to the number of offences for those

instances where multiple victims have been incorrectly recorded on single offences. The work to address this issue continues to be overseen by a strategic lead.

103. Satisfaction levels for victims of violent crime are also seeing a decreasing trend. The PCC has highlighted, through the Strategic Assurance Board, his concern around falling satisfaction levels and will be closely monitoring the work of the Safer and Confident Communities Group / Satisfaction Gold Group to ensure action is taken to arrest the decline of user satisfaction across many of these crime categories.

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

104. Theft from Motor vehicles remains significantly high over the long term, although the level of theft of motor vehicle offences has been stable just above the mean for the majority of the current performance year.
105. In quarter three, two prolific offenders were tracked down, arrested, charged and remanded in custody in connection with the crime series involving the theft of power tools from vans.
106. In December, a week of action across the region took place targeting theft from lorries. This was a regionally led EMOpSS led operation, with Leicestershire providing support.
107. Other theft from motor vehicle offences such as theft of mopeds for joy riding, and theft of exterior car parts will continue to be managed at a NPA level.
108. The satisfaction level for vehicle crime has stabilised in quarter 3 and now stands at 75%. With the new Policing model, it was understood that satisfaction levels for theft from a motor vehicle would be lower, as the way in which they were investigated changed.

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

109. The Leicester, Leicestershire and Rutland Safeguarding Children Board's (LSCB) Joint CSE, Trafficking and Missing Sub Group is responsible for collecting data from partner agencies relevant to Strategic Priority 15.
110. The LLR CSE Co-ordinator produced the first report card in November 2015, which went to the Joint CSE, Trafficking and Missing Sub Group. This report card provided information around performance and actions necessary for the group to determine how well the work of the group is progressing and the impact of work undertaken by the group, along with recommendations on what actions to take in the future to improve performance in LLR in respect of preventing CSE/A and providing a safe and supportive environment for victim and witnesses. The next revision of the report card for the CSE group is awaited.
111. There was also a presentation on management information from Children's Social Care provided to the sub group in November 20215.
112. The Strategic Partnership has agreed a funding of £1.2 million for a programme of work across the partnership to tackle CSE/A, funded from the PCC's Strategic Partnership Development Fund (SPDF). Work has begun in the delivery of this

programme.

113. There was a launch of this programme of work under the Commitment to Eradicate Abuse and Sexual Exploitation (CEASE) campaign, which was launched on the 5th February 2016. This links closely to the investment agreed with the Force as part of the precept considerations for 2016/17.

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

114. Work under Strategic Priority 16 continues to motivate a developed partnership response to members of our community with mental health needs. Mental health training to front line professionals is continuing to be delivered with KUF Personality Disorder awareness training being delivered to a multi-agency audience. This work was initiated by the Mental Health Partnership Manager with support from NHS England's national Personality Disorder programme. Funding has subsequently been received from Leicestershire Partnership Trust to develop a partnership specific personality disorder awareness program to be delivered across LLR. The Mental Health Partnership Manager is overseeing this work.
115. The Mental Health Partnership Group is still maintaining oversight of the improvement to the conveyance of mental health patients across LLR. EMAS are currently in talks with commissioners to improve their provision to meet the needs of mental health community. This work should be delivered by the middle of this year.
116. The Mental Health Triage Car continues to exemplify best practice in partnership mental health response. This partnership endeavour between Leicestershire Partnership Trust and Leicestershire Police has reduced the numbers of S.136MHA detentions in Leicestershire by approximately 81% since 2012. In real terms this means that on average less than 7 individuals are detained by police officers under this reducing the risk and crisis to that individual and enabling officers to pursue other work.

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

117. The number of missing reports from what was the top 9 locations, has risen considerably since the last quarter and has been rising slowly since Q2 14/15.
118. The main contributors to this rise continue to be two particular people - one who went missing 31 times from one location and the other who was responsible for all 99 reports from their location. Together these reports account for 80% of all reports from the top 9 locations and 14% of all missing reports for Q3.

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

119. The detailed update provided within the paper on the Proposed Precept 2016/17 and Medium Term Financial Strategy tabled at the Police and Crime Panel in February 2016 remains the most recent assessment. This report detailed that this priority has been met and over the full term of the Police and Crime Plan 2013/2017, over £31m in savings will have been realised and this is in excess of the £27.8m required.

Implications

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

List of Appendices

Appendix A - Police and Crime Plan – Partnership Dashboard

Background Papers

None.

Persons to Contact

Mr Mike Swanwick, Tel: 0116 229 8706

Email: michael.swanwick@leicestershire.pnn.police.uk

This page is intentionally left blank

Police & Crime Plan Dashboard

Period ended December 2015

Strategic Priorities

1 Preventing and diverting young people from offending

	Baseline 2012/13	Latest 12 months	% Var.
Reduction in the number of 10-17 year olds entering the criminal justice system for the first time and receiving community resolutions, youth cautions and youth conditional cautions	667	271	-59%

2 Reducing reoffending amongst young people and adults

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

Please see performance report for SP2 details.

3 Reducing alcohol and drug related offending and reoffending

	YTD	L-YTD	% Var
Increase in the number of successful drug and alcohol treatment completions 1	NA	NA	NA
Decrease in all re-presentations to drug and alcohol treatment 1	NA	NA	NA
Reduction in reoffending rates amongst those offenders entering a criminal justice drugs treatment programme 2	NA	NA	NA
Reduction in the number of incidents recorded in or near licensed premises during the night-time economy hours of 7pm to 7am 3	NA	NA	NA

Please see performance report for SP3 details.

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

Assessment

Reduction in re-offending within families engaged in a Troubled/Supported family programme	No change
Reduction in recorded ASB committed by families engaged in a Troubled/Supported families programme	No change

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

5 To increase reporting of Domestic Violence with Injury and ensure a positive outcomes for victims and witnesses

	Baseline 2012/13	Latest 12 months
A victim focused crime outcome	NA	NA
Satisfaction with service	NA	86.5%
Awareness of services available	NA	NA

To May 15

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

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

7 To improve outcomes for victims of Hate crimes

	Baseline 2012/13	Latest 12 months	Projection 2016/17
A victim focused crime outcome	NA	NA	
Satisfaction with service	84.2%	80.9%	
Awareness of services available		NA	

8 To improve outcomes for victims of ASB

	Baseline 2012/13	Latest 12 months
Satisfaction with service	82.9%	73.6%

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

	Baseline 2012/13	Latest 12 months	Projection 2016/17
Satisfaction with service	84.5%	80.4%	

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

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

11 To reduce all crime

	Baseline 2012/13	Latest 12 months	Projection 2016/17
Number of offences	58805	59653	
Position v MSG		3rd	

12 To reduce Domestic Burglary

	Baseline 2012/13	Latest 12 months	Projection 2016/17
Number of offences	3935	4014	
Position v MSG		7th	
SPC variance			
A victim focused crime outcome	NA		
Satisfaction with service	89.7%	89.1%	

13 To reduce Violence Against the Person - with Injury

	Baseline 2012/13	Latest 12 months	Projection 2016/17
Number of offences	4365	4452	
Position v MSG		1st	
SPC variance			
A victim focused crime outcome	NA		
Satisfaction with service	78.1%	77.3%	(all violent crime)

14A To reduce Theft from Motor Vehicles

	Baseline 2012/13	Latest 12 months	Projection 2016/17
Number of offences	5236	6691	
Position v MSG		7th	
SPC variance			
A victim focused crime outcome	NA		
Satisfaction with service	85.9%	74.8%	(all vehicle crime)

14B To reduce Theft of Motor Vehicles

	Baseline 2012/13	Latest 12 months	Projection 2016/17
Number of offences	1051	1428	
Position v MSG		5th	
SPC variance			
A victim focused crime outcome	NA		
Satisfaction with service	75.5%	74.8%	(all vehicle crime)

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

Q3 data is showing evidence of the following trends:

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

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

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

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

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

A written update will be provided to SPB Executive Group.

17 To reduce the number of repeat missing person reports

	Baseline 2012/13	Latest 12 months	% Var.
Reduction in no. of missing reports (STORM)	5929	4494	-24%
Reduction in no. of missing reports (COMPACT)	5417	2827	-48%
Reduction in reports received from the nine key locations	1162	397	-66%
Reduction in no. of "Absent" reports (COMPACT)		604	

COMPACT is a case management system. Incidents recorded on STORM may be closed before they are raised on COMPACT if the person is traced in the meantime. A new practice for recording incidents was introduced in April 2013 and hence there is no baseline for the reduction of incidents recorded as "Absent". The absent category was added to COMPACT September 2014 so there is no comparator at this stage.

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

Latest estimate of savings required

Savings realised to date

Savings identified but not yet realised (est)

Further savings required to be identified and realised by end of 2016/17

£ millions

KEY :
Classification of "Continuous Improvement".
 Statistically Significant Improvements as compared to end of 2012/13
 No Statistically Significant change as compared to end of 2012/13 *
 Statistically Significant deterioration as compared to end of 2012/13

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

SP18 Comments:
Covers period 1st April 2013 to 31st March 2017 (i.e. period covered by Police and Crime Plan). Indicates the latest estimate as at February 2016 and is under continual review.

This page is intentionally left blank

POLICE & CRIME COMMISSIONER FOR LEICESTERSHIRE POLICE AND CRIME PANEL

Report of	POLICE AND CRIME COMMISSIONER
Date	TUESDAY 22 nd MARCH 2016 – 1:00pm
Subject	Victim First update
Author	MRS HELEN KING – CHIEF FINANCE OFFICER, OPCC

Purpose of Report

1. This report updates the panel on the initial progress of the Victim First service

Recommendations

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

Background

3. Responsibility for local victims and witnesses support services transferred to all Police and Crime Commissioners in March 2015. In anticipation of this, the Office of the Police and Crime Commissioner (OPCC) developed a new bespoke model "Victim First" for Leicester, Leicestershire and Rutland (LLR). This model was shared with the Panel in March 2015. The OPCC also issued a bridging contract to the incumbent provider (Victim Support) under the same terms as had been under the Ministry of Justice (MoJ) to allow time to procure against the Victim First model.
4. Following a formal procurement process Catch 22 were the successful bidder and worked closely with the OPCC to implement the service by 1st October 2015.
5. The Victim First service was then formally launched at the King Power Stadium on the 28th September 2015 with the majority of Panel members in attendance. In advance of this, the Panel were also updated by way on an urgent additional item at the September 2015 Panel meeting.
6. Some complementary support services were also commissioned under the Victim First model with Leicestershire Partnership Trust (LPT) delivering clinical mental health advice provision and 24/7 Locks providing target hardening services.
7. Victim First has now been in operation for 5 months and the first quarter monitoring information has been provided to the OPCC.

Executive Summary

8. Victim First has been operating successfully for 5 months now in meeting the needs of victims and witnesses. The headline figures for the first quarter (Oct-Dec 2015) are that 3,712 victims and witnesses have been dealt with by Victim First. This figure includes 242 self/other agency referrals with the rest (3,470) being direct referrals from the Police. Of this 3712, there are 156 victims who have progressed to a full needs assessment and the enhanced support to which this leads.
9. Victim First is further enhancing its outreach work to increase engagement across partner agencies and improvements are being made in relation to capturing the full journey and outcomes for victims.
10. The LPT Clinical Mental Health provision commenced in October and initial indications are that this is working well.
11. The target hardening service delivered by 24/7 Locks commenced on the 1st January 2016 and delivers target hardening to victims referred through both Victim First and the new United Against Violence and Abuse (UAVA) service for victims of sexual and domestic violence/abuse. Again, early indications are that this service is operating effectively in meeting the security needs of victims and witnesses.
12. The OPCC is already beginning to consider how it will go about reviewing the Victim First model with a view to provision from 1st October 2017 (when the current contract ends).

Performance of Service

13. With monitoring only available from the first quarter, a quantitative analysis (provided briefly in 8 above) does not properly reflect the quality of work being delivered by Victim First. The two short "case studies" below are, however, indicative of the very positive impact that the service is having on the lives of vulnerable victims and the significant outcomes being achieved:
 - Victim First offered support to a young woman who had been a victim of sexual violence when she was 13 years old. The victim had been struggling at school and was isolating herself from friends. The Case Worker made contact with the victim's college, who subsequently allocated her a mentor to support her through this. The Case Worker encouraged and supported the young girl to disclose to her parents and to the police what had happened two years before. The victim stated that she now feels much more confident.
 - Victim First provided support to a client who had been diagnosed with schizophrenia, was self-harming and hadn't been outside his house for 10 years. The Case Worker offered spiritual support to the service user, which encouraged him to get into contact with his local imam. A referral was also made to the Victim First Mental Health Triage Nurse who offered further support. In a small space of time, the service user managed to take the huge step of leaving his house to go to the local shop. His self-harm incidents have also reduced and he reported that his GP was really pleased with his progress and spoke highly of the service offered by Victim First.
14. In implementing and firmly establishing the service within the local landscape, Victim First has engaged with a wide range of stakeholders and is actively engaging at a strategic level through representation on the following boards:

- Victim and Witness Partnership Assurance Group
- LLR ASB Delivery Group
- LLR Hate Incident Reduction and Monitoring Delivery Group
- Hate Crime Scrutiny Panel
- Young Adult Project (YAP) Delivery Group
- Domestic Violence Delivery Group
- Sexual Violence Delivery Group
- Learning Disability Partnership Board

15. The Restorative Justice (RJ) element of Victim First is currently under-utilised but this is as expected given the fact that it takes a certain amount of time for:

- Victims to move from being concerned about their immediate wellbeing to being concerned about the wider benefits of RJ for both them and the offender;
- A criminal justice outcome confirming an “offender”.

Planned further development of Victim First

16. Victim First has an action plan with the following actions which will ensure that the promising start is continued and that the service is able to grow and develop to its full potential. This plan intends to:

- Embed the new Needs Assessment, Support Plan and Database which are designed respectively to increase uptake of more in depth support, enable more holistic support to be delivered and provide the OPCC with rich outcomes data for future reporting
- Enhance partner and community engagement to increase self and 3rd party referrals
- Increase the take up of more in-depth support from victims through changes to the way in which people are initially engaged over the telephone
- Increase the use of RJ through raised awareness and through a refined approach from the case workers
- Commence the customer satisfaction survey to be conducted by Leicestershire Police’s Service Improvement Unit to understand the true success and outcomes delivered by the service
- Create an independent advisory group consisting of academic experts and victims amongst others to help further steer the development of the service

- Introduce an internal quality assurance framework which will complement the OPCC's own quality assurance processes

17. As fuller and more detailed monitoring becomes available for the other elements which broadly constitute Victim First (LPTs clinical mental health provision and the target hardening service) the OPCC will consider what changes within the existing contract need to be made to ensure the needs of victims are best met.
18. The OPCC will continue with robust contract management and quality assurance procedures to ensure the continued performance and positive development of the suite of Victim First services.

Re-commissioning of Victim First services

19. With the suite of Victim First services ceasing on 30th September 2017 the OPCC needs to start considering what provision is needed beyond this date. The OPCC will undertake these considerations through a collaborative commissioning approach which will begin in earnest once the new Police and Crime Commissioner is in office.
20. With Victim First having only recently been launched, the OPCC is sensitive to the fact that partners and wider stakeholders will be focussed on optimising their working relationship with Victim First services (rather than developing the next ones) and that in many respects it will feel like this is too soon to be considering the next iteration. However, the OPCC is aware of the procurement timescales and the need for a significant implementation period given the evident complexities of the provision. Re-commissioning requires thought now if the outcome is to be a comprehensive system in place from October 2017 onwards.
21. Prior to the new PCC starting, the OPCC will be undertaking the "Review" stage of the commissioning cycle in relation to Victim First services where an understanding from lessons learnt, the gaps or unnecessary overlaps in existing provision and consideration of the potential for regional (Strategic Alliance) collaboration will be gained. This work will be undertaken by the OPCC in conjunction with the Victims and Witnesses Partnership Assurance Group.
22. Once the new PCC is in place a more formal programme structure will be developed to take the re-commissioning of victim support services around the rest of the commissioning cycle (Analyse, Plan and Do) in a collaborative and participative manner.

Implications

Financial:	None
Legal:	None
Equality Impact Assessment:	None
Risks and Impact:	None identified
Link to Police and Crime Plan:	This work is central to the Supporting Victims and Witness strategic theme and has linkages with the other themes.

List of Appendices

None

Background Papers

None.

Persons to Contact

Mr Simon Down – Commissioning Manager, tel: 0116 229 8704