



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

Date/Time: **Thursday, 30 June 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

Cllr. John Boyce	Cllr. Kirk Master
Cllr. Lee Breckon, JP	Mr. J. T. Orson JP CC
Mrs. Helen Carter	Cllr. Ozzy O'Shea
Cllr. Ratilal Govind	Cllr. Rosita Page
Cllr. Malise Graham	Cllr. Trevor Pendleton
Cllr. Terry King	Cllr. Lynn Senior
Col. Robert Martin OBE, DL	Cllr. David Slater
	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

Report by

1. Election of Chairman.

A Chairman will be elected for the period up to June 2017.

2. Election of Vice-Chairman.

A Vice-Chairman will be elected for the period up to June 2017.

3. Minutes of the meeting held on 23 March.

(Pages 3 - 6)

4. Public Question Time.



5. To advise of any other items which the Chairman has decided to take as urgent elsewhere on the agenda.

6. Declarations of interest in respect of items on the agenda.

7. Police and Crime Commissioner's Annual Report 2015/16. Police and Crime Commissioner (Pages 7 - 120)

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

8. Police and Crime Commissioner's Priorities. Police and Crime Commissioner (Pages 121 - 124)

9. Force Change Programme. Police and Crime Commissioner (Pages 125 - 128)

10. Strategic Alliance - Oral Update. Police and Crime Commissioner

11. Date of next meeting.

The next meeting of the Panel is scheduled to take place on 19 July at 1.00pm.

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

Minutes of a meeting of the Leicester, Leicestershire and Rutland Police and Crime Panel held at County Hall, Glenfield on Tuesday, 22 March 2016.

PRESENT

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

Cllr. Lee Breckon, JP	Cllr. Kirk Master
Mrs. Helen Carter	Cllr. Tony Mathias
Cllr. Michael Charlesworth	Cllr. Rosita Page
Cllr. Ratilal Govind	Cllr. Trevor Pendleton
Cllr. Malise Graham	Cllr. Lynn Senior
Cllr. Mike Hall	Cllr. Manjula Sood, MBE
Col. Robert Martin OBE, DL	

Apologies

Cllr. David Slater

In attendance

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

187. Chairman's Announcement.

The Chairman drew members' attention to the fact that today's meeting would be the last attended by Sir Clive Loader as the election for the new PCC would be held on 5 May and the Panel's next meeting would not be held until 30 June. Accordingly, the Chairman read out the following statement:

"As members will be aware this will be the final meeting of the Police and Crime Panel attended by Sir Clive and I would wish to put on record our thanks to you Commissioner and all of your staff for your help and involvement with the Panel over the last four years.

In particular, we as members of the Panel have greatly valued your integrity and high work ethic. It goes without saying that it takes someone of strong character and ability to set up an office from scratch, as you did back in 2012, and your efforts in maintaining a lean office should be applauded.

Whilst we have provided support and challenge to you through our Panel meetings, we hope you will recognise that we have also provided support to your work through our challenge and scrutiny.

I'd like to take this opportunity ahead of our business today to wish you all the best for the future in whatever you decide to do with your newly found spare time.

A photo has been arranged to be taken at the end of today's meeting with the PCC, his staff and members of the PCP to mark the end of the Commissioners' term of office with the Panel."

188. Minutes.

The minutes of the meeting held on 20 February 2016 were taken as read, confirmed and signed.

189. Public Question Time.

No questions had been received.

190. Urgent Items.

There were no urgent items for consideration.

191. 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.

192. Leicestershire Youth Commission.

The Panel considered a report of the Police and Crime Commissioner concerning an update on the Leicestershire Youth Commission (LYC). A copy of the report, marked "Agenda Item 5", is filed with these minutes.

In introducing the report, the Commissioner made reference to a session held at South Leicestershire College he had attended as a PCC candidate at which he and other candidates were questioned about policing matters. When elected, he had attended a follow up session there at which it had become clear that there was a lack of warmth between the youngsters (16-17 years old) and the Police. Following this session the Commissioner had suggested that he would do all possible to ensure the voice of the youngsters was heard. The establishment of the LYC was seen as a step towards this goal. Leicestershire was one of the first areas in the country to establish a Youth Commission.

Arising from a discussion, the following points were noted:

- 200 youngsters had attended the Youth Commission Conference. The membership of the LYC was fluid with some having moved on to the Police Cadets and one now operating as a Special Constable. The PCC did not view the LYC as a recruitment tool however. The PCC was happy with the socio-geographic spread of the LYC membership and he offered to report back to the Panel with more specific data in regard to those on the LYC who had learning difficulties;
- The LYC had been one route through which the Police hoped to gain a greater understanding of issues such as online grooming. Representatives on the LYC each brought their own level of understanding, some with personal experience, which enabled the Force to gain greater intelligence on the methods through which this form of crime had been known to have grown. An opportunity existed for the LYC to

work more closely with “Warning Zone” on issues such as online grooming;

- Members of the LYC were offered training in areas such as presentation and facilitation skills and media training.

RESOLVED:

- (a) That the report be noted.
- (b) That the Panel would welcome an end of year progress report on the LYC at its meeting on 5 December.

193. Quarter 3 Performance Report.

The Panel considered a report of the Police and Crime Commissioner concerning an update on performance for Quarter 3. A copy of the report, marked “Agenda Item 6”, is filed with these minutes.

Arising from a discussion, the following points were noted:

- Decreasing satisfaction levels for the way in which the Force had dealt with hate crime was cause for concern. There was also concern around possible under reporting of this type of crime. The Deputy Chief Constable felt that the embedding of neighbourhood policing to build up local expertise in this area was key to tackling it effectively. Additional surveying of victims of hate crime would hopefully enable the collection of more detailed data around why satisfaction levels were falling;
- Many preventative measures were being taken to arrest the rise in vehicle crime, though it was acknowledged that most thefts were as a result of people leaving their vehicles unlocked, or even with the keys in the ignition. Other schemes aimed at halting the rise in moped thefts, such as the PCC’s offer of funding to establish a regulated moped riding event, were being investigated;
- The County Council’s reduction in preventative measures such as tackling substance abuse and alcohol misuse was expected to impact the Police. It was felt that “system thinking” to tackle funding gaps such as these on a partnership basis would be critical to staying on top of crime;
- Anti-social behaviour incidents were known to be under reported. Though satisfaction levels amongst victims of this type of crime had fallen, they still remained high when compared nationally;
- The intelligence recording system, NICHE, was now being used by all forces in the East Midlands and enabled a more joined-up approach to tackling crime. The system experienced some teething problems, but was thought to now be working well;
- The recent publication of a report on Leicester Prison which stated that legal highs were easily obtained by inmates was concerning. A law change on the use of legal highs had been anticipated in April but had not emerged.

RESOLVED:

That the report be noted.

194. Victim First - Update.

The Panel considered a report of the Police and Crime Commissioner concerning an update on the first five months in operation of "Victim First", a new service for victims and witnesses. A copy of the report, marked "agenda Item 7", is filed with these minutes.

Arising from a discussion, the following points were noted:

- The service appeared to be performing well but there was a lack of understanding in communities for what the service offered;
- The service had offered support to 3,712 victims and witnesses, however only 247 had received a service. It was suspected that this was as a result of most not requiring or wishing to receive the service, however a more detailed performance framework aimed to establish some target outcomes for the service. This was likely to be available in a report to the Panel in December.

RESOLVED:

(a) That the report be noted.

(b) That a further report on the progress made by the Service be received at the Panel's meeting on 5 December.

195. Date of next meeting.

It was NOTED that the next meeting of the Panel would be held on 30 June at 1.00pm.

1.00 - 2.45 pm
22 March 2016

CHAIRMAN

**POLICE & CRIME
COMMISSIONER FOR
LEICESTERSHIRE

POLICE AND CRIME PANEL**

Report of	CHIEF EXECUTIVE
Date	THURSDAY 30 JUNE 2016 – 1PM
Subject	POLICE AND CRIME COMMISSIONER ANNUAL REPORT 2015/16
Author	MR MIKE SWANWICK

Purpose of Report

1. For the Chief Executive to present the final Annual Report of Sir Clive Loader, Police and Crime Commissioner.

Recommendations

2. To note the 2015/16 Annual Report of Sir Clive Loader Police and Crime Commissioner for the period November 2012 - May 2016.

Context

3. The Annual Report for 2015/16 is the third and final full year's Annual Report of Sir Clive Loader, who held the post of Police and Crime Commissioner for the period November 2012 - March 2016.
4. Although the tenure of Sir Clive Loader, as Police and Crime Commissioner, has now completed, there is still a requirement to produce an Annual Report for the third and final year of his tenure to the Police and Crime Panel. The Annual report outlines progress against his Police and Crime Plan 2013-2017.
5. The Annual Report contains updates in respect of the Performance and other key areas presented to and discussed at the Panel during 2015/16.
6. A draft of the Annual Report was prepared on behalf of Sir Clive before leaving office and this was discussed and reviewed with the Force and Chief Officers in the OPCC.
7. The report is being submitted to the Police and Crime Panel by the Chief Executive in the context outlined above.
8. The Panel are advised that the Annual Report for 2016/17 will be produced by the current Police and Crime Commissioner The Right Honourable Willy Baron Bach in line with his priorities, his Police and Crime Plan and his preferred approach. It is envisaged that this will be considered by the Panel in June/July 2017.

Implications

Financial: The Annual Report is delivered within the financial envelope of the Police and Crime Plan.

Legal: There is a legal requirement for a PCC to provide an Annual report to the Police and Crime Panel.

Equality Impact Assessment: An Equality Impact Assessment was produced for the Police and Crime Plan 2013-17 which is relevant for the Annual Report.

Risks and Impact: None identified.

Link to Police and Crime Plan: The Annual Report reflects the priorities within the Police and Crime Plan.

List of Appendices

Annual Report 2015/16

Background Papers

None applicable to this report.

Persons to Contact

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**The Office of the Police and Crime Commissioner for Leicestershire
Annual Report 2015/2016**

May 2016

The Office of the Police and Crime Commissioner for Leicestershire

Annual Report 2015/2016

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Foreword

In this, my final Annual Report before retiring from my role as Police and Crime Commissioner, I reflect on the changes and improvements in the delivery of policing and community safety services made since I was elected in November 2012.

We have seen substantial reductions in many areas of crime over the medium term, including overall reported crime, and in reports of antisocial behaviour. There has also been a drop of over 50% in the level of reoffending amongst our most prolific offenders – a success achieved with the help of some excellent partnership work. Indeed, working in partnership has become far stronger in areas such as public safety and the protection of vulnerable people, with the police increasingly linking up with other agencies.

For my part, I have focussed my Commissioning Framework towards four themes: reducing offending and re-offending; supporting victims and witnesses; making communities and neighbourhoods safer; and, finally, protecting the vulnerable. Crucially, I have sought outcomes as opposed to services – a system focused on measuring results and achieving best benefit from taxpayers' money.

During my time as PCC, financial challenges have driven many changes in the Force – changes that have enabled strong and sustainable efficiencies greater than the £20m originally sought in my Police and Crime Plan. The aims, of course, have been to keep policing visible, to tackle demand and to meet reasonable public expectation while remaining within ever-reducing budgets. And my final budget mirrors this way forward. I am delighted that it enables the permanent addition of 35 police officers (above those previously planned) to support the protection of the most vulnerable members of communities, while the full establishment of 251 PCSOs can now be sustained beyond March 2017 in support of local policing teams.

It also presents an opportunity for the police and partners to work together with even more vigour in tackling issues such as child sexual exploitation and abuse, cyber-crime, domestic abuse and sexual offences. Along with tackling crime, we must – and do – support and protect victims, witnesses and the most vulnerable in our society. These people are at the very core of what policing is about, and I am immensely proud to have played a part in introducing our new Victim First service. Since the launch in October 2015, feedback has been overwhelmingly positive.

I have also seen a growing eagerness among our young people both to contribute their views and also to work together with the police for the good of all. The voices which have now been heard via our Youth Commission project are helping to make a real difference to our policing – not just today but into the foreseeable future.

The challenge to carry on with this work now lies with my successor. Whoever that may be, I wish him or her every success. I know that, like all of us, they will want – and strive – to see safer communities across Leicester, Leicestershire and Rutland.

A handwritten signature in black ink that reads "Clive Loader". The signature is written in a cursive style and is underlined.

Sir Clive Loader
Police and Crime Commissioner for Leicestershire
April 2016

The Police and Crime Plan

I have made the Police and Crime Plan available to the public on the website in original full text, executive summary and easy read versions. The webpage also has a video introduction [visit http://youtu.be/w3yfn_Qnt_Q] to the plan complete with British Sign Language interpretation by Action Deafness. To access the plan, go to <http://ow.ly/qld74> or visit www.leics.pcc.police.uk and click the *Police and Crime Plan*.

Section 1
Statutory functions

Section 1: Statutory functions

This is my fourth, and third full year's, annual report and relates to the period 1 April 2015 to 31 March 2016.

During 2015/16, I attended 64 formal public engagements and visits and responded to 1,896 items of correspondence, this compares to 2,313 items received in 2014/15 and 3,271 items received in 2013/14.

The Commissioner's responsibilities

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

One of the ways in which I have held the Chief Constable to account is by meeting with him on a regular basis. One-to-one meetings between us have been held once every week since my first day in office. There have also been monthly Strategic Assurance Board meetings held at Police Headquarters where I meet with the Chief Constable and his chief officer team, to discuss matters of strategic importance.

Setting the police precept and budget

During the year, I was required to set the precept and my budget for 2016/17. The precept is the amount of money which is collected via council tax and used to support both policing and commissioned services.

I approved the budget for 2016/17 of £170.840 million. This is a slight reduction of £0.733 million compared to the budget for 2015/16 and reflects the announcements from Her Majesty's Government made in the Comprehensive Spending Review (CSR) and Autumn Statement in November 2015 where Police budgets are protected if PCCs increase the local precept at 1.99% for the period of the CSR (<https://www.gov.uk/government/news/spending-review-and-autumn-statement-2015-key-announcements>).

There has been an increase of 1.99 per cent in council tax for the 2016/17 year. It will cost the average local taxpayer approximately 6.9 pence more each week than in 2015/16 (the precept for a Band D property calculates at £183.5770 for 2016/17 compared to £179.9951 in 2015/16 – this is a change of £3.5819 per annum).

More information can be found here <http://www.leics.pcc.police.uk/Planning-and-Money/Finance/Budget-2016-2017.aspx>

My decision to increase the precept was made following detailed considerations of key relevant information and this included consultation with the residents of Leicester, Leicestershire and Rutland. The feedback I received supported my decision to continue to build a sustainable base budget and to safeguard services and frontline policing where possible. More than 80% of the 1,112 people asked during our budget precept consultation said they would be willing to pay an increase on their Precept, and over 70% of total respondents said they would be willing to pay up to 2%. I again express my thanks for, and reassurance from, their support.

In determining the precept, I reviewed the track record of the Force in achieving savings in excess of the £20m required by the Police and Crime Plan, acknowledged the better than anticipated grant settlement over the period of the CSR and was fully briefed on the current and emerging operational challenges, both nationally by the Home Secretary and the Home Office and locally by the Chief Constable.

The precept proposal will support an even more effective police force; with significant reinvestment in frontline operational capacity and capability so as to address challenges from new, emerging and established areas of threat, risk and harm, including:

- 38 additional permanent Police Officers included in the base budget – targeted towards the most vulnerable areas of Child Sexual Exploitation, Child and Adult Abuse, Rape, Domestic Violence and Sexual Violence, together with a joined up Cyber and Sex Offender Protect and Prevent Team;
- 28 permanent PCSOs included in the base budget targeted towards enhancing neighbourhood visibility, harm reduction and local safeguarding;

- Provision of additional specialist resources to continue to build capacity, resilience and capability in the areas of Child Sexual Exploitation (CSE), Child and Adult Abuse, Rape, Domestic Violence and Sexual Violence and Cybercrime;
- Additional specialist resources to build capacity and resilience and develop new ways of dealing more efficiently with complaints and investigations within the Professional Standards Department;
- An initial £1.7m one-off investment to support the Force's set up costs in these areas to build resilience and capability and to invest in additional Automatic Number Plate Recognition (ANPR) equipment;
- A further £0.5m to build on the Strategic Partnership Development Fund (SPDF) work priorities to include proposals from within the following priority areas:
 - Partnership response to Cybercrime
 - Partnership response to Counterterrorism, Extremism and Radicalisation
 - Further partnership responses to the Police and Crime Plan priority on Vulnerability, to include Drug and Alcohol misuse, Street Drinking and other areas to be identified by the Strategic Partnership Board (SPB).
- Ensuring funds are still available within the Budget Equalisation Reserve to support investment required for the proposed Strategic Alliance.

This precept proposal built on the 2015/16 strategy which:

- Produced savings plans which prioritised a minimum further £2.5 million in revenue savings in 2016/17 and beyond in the following areas:
 - Further Force structural reform
 - A review of productivity across the Force, including outcome based budgeting
 - Proposals for savings in middle and back office functions
 - Further exploration of demand management and associated benefits
 - Continued vigour with Volunteers in Policing (ViP) strategy
 - Wider local public sector co-ordination

- Reflected the importance placed by the PCC on partnership working by ring-fencing £2 million from reserves to support “invest to save” or seed funding for partnership challenges identified through the Strategic Partnership Board, which has been apportioned as following:
 - £1.2 million for the Child Sexual Exploitation (CSE) Partnership programme
 - £0.8 million for two separate initiatives covering Integrated Place Management (Braunstone Blues) and Integrated Vulnerability Management (IVM) through the IVM project.

The Statement of Accounts for 2015/16 are produced separately to the annual report and are subject to audit and will be considered in full by the Joint Audit Risk and Assurance Panel (JARAP) with a view to formal sign off in September 2016.

Office of the Police and Crime Commissioner

I have reduced the net budget for the Office of the Police and Crime Commissioner consistently year on year from £1.077 million in January 2013 to £0.998m for 2016/17, and this equates to a reduction of £48k (over 4.5%) from 2014/15 and £79k since January 2013, and this is detailed in the table overleaf.

The net cost of the office will be within the £1.025m budgeted for 2015/16.

	2013/14		2014/15		2015/16	2016/17
	Budget	Outturn	Budget	Outturn	Budget	Budget
	£000	£000	£000	£000	£000	£000
Staffing, and Communications / Public Relations	834	876	807	792	841	822
Force shared Exec Support, and Communications / Public Relations	-	-	-	-	64	64
Misconduct Tribunal Costs, Audit Fees	105	79	101	101	97	82
Transport, Independent Custody Visitors ,training etc.	21	57	31	32	23	23
Ethics Committee	-	-	-	-	15	20
Policy Advisor , JARAP and Office costs	86	76	92	85	64	51
Cost before funding and reserve	1,046	1,088	1,031	1,010	1,104	1,062
Victim &Witnesses Grant funding (Ministry of Justice)	-	-	-	-	(64)	(64)
Use of Transitional Reserve	-	(42)	-	-	(15)	-
Net of funding and reserve	1,046	1,046	1,031	1,010	1,025	998

More information on the cost and structure of the OPCC is available here:

<http://www.leics.pcc.police.uk/About-Us/OPCC/The-Office-of-the-Police-and-Crime-Commissioner.aspx>

Commissioning

2015/16 has seen a significant development in my commissioning portfolio as responsibility for victims support services, previously commissioned by the Ministry of Justice, has now transferred over to me. Through the work of my office, a number of commissioned services have now been reconfigured and designed through partnership commissioning processes into a suite of holistic victim support services. These are:

- **Victim First (VF)** – The new primary victim support service for Leicester, Leicestershire and Rutland, which provides open access support to all victims (including victims of high risk anti-social behaviour) regardless of whether or not they have reported the crime to the police. This service includes a helpline, ongoing support, restorative justice and clinical mental health support.
- **United Against Violence and Abuse (UAVA)** – I have commissioned this in partnership with our upper tier local authorities and it provides a more bespoke service for victims of sexual and/or domestic abuse/violence who are ready to seek help. It includes a helpline, crisis support, independent sexual/domestic violence advocate (ISVA/IDVA) and therapeutic support.
- **Target Hardening** – Available exclusively through VF and UAVA, this service target hardens victims of crime both in the home and away from it. This ensures that victims are safer going forward and less likely to become victims again in the future.
- **Domestic Abuse 360 support** – Provides a short term proactive intervention to repeat victims of domestic abuse who are not necessarily ready to seek help. The service seeks to encourage them to access help or, failing that, to increase their safety within their present situation.
- **Sexual Abuse Referral Centre (SARC)** – I have in partnership with NHS England, developed a new SARC which will enable improved initial support to victims of sexual abuse.
- **Missing from home return interviews** – I have made provision for a new post to interview young people who have been reported missing from home. This allows for an independent person to talk to young people who have had a “missing” episode

and are likely to either have been a victim of or at heightened risk of child sexual exploitation. Evidence shows that an independent person (i.e. not the police or parent/carer) is better able to support such young people and elicit relevant disclosures.

In addition to the above, I have also continued to support (and in some areas expand) a range of other services to reduce reoffending, protect the vulnerable and make neighbourhoods and communities safer.

I have also started the processes to prepare the following provision for delivery during 2016/17:

- **Strategic Partnership Development Fund (SPDF) projects** – which will bolster partnership, focus on key areas of strategic development.
- **Integrated substance misuse community treatment services** – This is a partnership commissioned service which will commence in July 2016 and ensure a cohesive system of support and recovery for those with a substance misuse problem.

Value for money

During 2015/16 the force has embedded the transformational change work to realise the savings required and to create a policing service that is both affordable and sustainable in the longer term through Project Edison. The force is now preparing for the future through its Blueprint 2020 programme and working to understand the viability of further regional collaboration through a Strategic Alliance with Nottinghamshire Police and Northamptonshire Police.

This is alongside the extensive regional collaboration work already established through the East Midlands Region; the East Midlands Special Operations Unit (EMSOU), the East Midlands Operational Support Services (EMOpSS), the East Midlands Criminal Justice Services (EMCJS) the East Midlands Police Legal Services (EMPLS), and the East Midlands Combined Human Resources Services, including Learning and Development, Transactional Services and Occupational Health Services.

The new Police Operating Model (formerly Project Edison)

Project Edison, the change programme implemented in February 2015, is on target to save £10.3m by March 2017. One year on, the model has now matured and has become business as usual.

As well as providing value for money the model delivers a high quality service to the public of Leicester, Leicestershire and Rutland with fewer officers and staff. To achieve this teams and departments work more closely together and support each other for a common aim, providing a one force approach where work flows smoothly and efficiently.

The model has enabled Dedicated Neighbourhood Teams (DNTs) to be more visible and engage better with communities. The results so far are a 10% increase in time spent on the beat and 35% more time spent being visible, which includes a fivefold increase in time spent on directed patrol and a threefold increase in the time spent on community engagement activities.

Duties, such as crime investigation, which traditionally tied up beat officers, are now being successfully dealt with by other specialists units like the Force Investigation Unit (FIU).

The key headlines from the annual review also illustrate the successful implementation of the new model in other areas. The Patrol and Resolution Team (PRT) are responding to emergency and priority response calls within agreed time limits. The model has been successful in removing some of the demand that previously would have fallen to the PRT, who can now focus on patrolling streets and responding to emergency calls, increasing their visibility in the process.

They are supported by the Investigation Management Unit (IMU) who deal with the 40% of all crime and incidents assessed as non-attendant, and the Managed Appointment Unit (MAU) who deal with non-emergency calls that still require a police response through a booked visit system.

Members of the public can book appointments at a specific time and location convenient to them, and in the last year there have been more than 14,000 slots booked by members of the public.

The Force Investigation Unit (FIU) is dealing with crimes reported that require further investigation, and have reduced the average time taken to fully investigate a crime down from 22 days to 18 days.

To ensure that the new operating model continues to operate an efficient and effective service delivery to the public, a new review process has been built around the model using continuous improvement methodology and techniques. This new way of working enhances the model by providing structure and regular scrutiny as processes are refined and adapted to meet new and existing challenges.

Blueprint 2020

Leicestershire Police is developing a future blueprint that describes how its police services will look and feel by 2020. Blueprint 2020 will deliver a vision for the service and map out the necessary changes needed to deliver a smaller, faster and smarter police service, embracing new technologies for improved intelligence, engagement and service delivery.

The Strategic Alliance

Leicestershire Police has moved a step closer to creating a Strategic Alliance with two of its neighbours in an effort to provide effective and efficient policing across three counties at a reduced cost. The PCC and Chief Constable have been in talks with Nottinghamshire and Northamptonshire about forming an alliance since Police and Crime Commissioners and Chief Constables for the three forces agreed to consider the move in December 2015. Now they have asked for a detailed blueprint setting out what operational policing in the three counties will look like. This follows a business case that outlined some of the potential benefits of an alliance, including reduced duplication and bureaucracy, unified command structures and the advantages of operating in a borderless environment. I along with the other PCCs and Chief Constables approved the move to the next stage on Thursday the 24th March 2016, with the next stage scheduled for the end of June 2016. The creation of a Strategic Alliance could provide huge benefits both in the way policing is funded across the three counties and the quality of the service to local people.

Regional and National Collaborations and the Strategic policing Requirement

Leicestershire Police are already working across a number of regional collaborations as listed previously. Oversight of the performance and operation of the regional collaborations is conducted through the East Midlands Police and Crime Commissioners Board, which meets every two months. This ensures that the interests of Leicester, Leicestershire and Rutland are balanced with regional and national needs.

In the near future there will be increased focus on collaboration with the National Crime Agency, Action Fraud and other national collaborations designed by the Home Secretary to provide a co-ordinated national response to crimes including Cybercrime, Child Sexual Exploitation and Abuse, Modern Slavery, Fraud and Terrorism and Domestic Extremism.

The Home Secretary's Strategic Policing Requirement (SPR)¹ recognises that police forces need to work cooperatively across force boundaries to plan for, and deliver, effective capabilities to tackle threats that stretch from local to national but which require a response that is rooted in local policing.

These threats (such as terrorism, organised crime, public disorder, child sexual abuse, large scale cyber incidents and civil emergencies) can spread across the country quickly and dynamically.

The Strategic Partnership Board

Through the Strategic Partnership Board and associated delivery groups, I have worked very closely with partners. Together we have identified strategic approaches that have resulted in measurable and positive changes that benefit our communities and which help all agencies to work effectively and efficiently together.

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

1

https://www.gov.uk/government/uploads/system/uploads/attachment_data/file/417116/The_Strategic_Policing_Requirement.pdf

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

As part of my 2015/16 Budget and Precept proposal, I announced the establishment of a new fund up to the value of £2m. The Strategic Partnership Development Fund (SPDF) is aimed solely at supporting and developing new strategic partnerships, collaborations and joint working across Leicester, Leicestershire and Rutland. The SPDF seeks to prioritise and drive forward both transformational change and innovative ways of working together to achieve common goals.

To date, the Strategic Partnership Board has agreed funding of more than £1.99m to develop three pioneering and transformational collaborations: a partnership dedicated to eradicating Child Sexual Exploitation (CSE) across the force area; a multi-agency task force to deliver blue light services more efficiently and effectively in the busiest area of the city in order to create safer communities for local people and reduce demand pressures of emergency staff; and an initiative that will develop an integrated partnership approach towards improved service provision for vulnerable people across Leicester, Leicestershire and Rutland.

I have also looked creatively at the provider landscape too, and I have been committed to ensuring that the most effective interventions and ideas, whether large or very small, have their value recognised and considered. I am particularly keen that the third sector, charities, social enterprises, voluntary organisations and also small business have played an important role within our provider landscape, and should continue to do so.

I have supported existing partnerships such as the Multi-Agency Public Protection Arrangements (MAPPA), and the Integrated Offender Management programme (IOM) which rely on collaboration to target those who cause most harm, or those who are at greatest risk of harm. Likewise, I recognise the value of the existing Community Safety Partnerships (CSPs) and work with them so that our priorities are understood and aligned and the impact of our collective actions can be maximised.

Through this report there will be highlighted the excellent partnership work of the Youth Offending Services, the Local Safeguarding Children Boards, the Local Safeguarding Adults Boards and the Integrated Offender Management (IOM) programme, which alongside our Strategic Partnership Board initiatives and many other partnership programmes bring to the fore the strength and effectiveness of the partnership structures across LLR.

The Regional Criminal Justice Board

The East Midlands Criminal Justice Board is a mechanism to co-ordinate and deliver an efficient and effective criminal justice system (CJS) across the East Midlands through partnership working. There are twelve members, six of whom are the core criminal justice agency chief officers, with the remaining members drawn from the wider partnership.

The main duties of the Board are to:

- provide clear CJS leadership and accountability, provide a regional criminal justice strategy, develop regional priorities for the CJS and facilitate delivery of change
- Reduce bureaucracy, remove waste and duplication and streamline services
- Implement regional and central government reforms and initiatives to bring the benefits of a more swift, sure, transparent, accountable and flexible CJS
- Achieve joint cross agency objectives to ensure the delivery of justice

The East Midlands Policing Academic Collaboration (EMPAC)

Leicestershire Police is part of a new and exciting collaboration of seven universities, five police forces and five Police and Crime Commissioners looking at how academics and the police can work more closely to shape the future of policing.

In August 2015, EMPAC was awarded £862,620 from the College of Policing, the Higher Education Funding Council for England (HEFCE) and the Home Office Police Knowledge Fund.

The East Midlands Policing Academic Collaboration (EMPAC) will implement a regional programme of policing-related research and strengthen relationships across universities and police forces in the East Midlands. The funding has been received to improve understanding of crime and policing issues, develop new ways of policing and innovatively translate research findings into practice.

The collaboration will look at five key areas; local and community policing, serious and organised crime, organisational policing, victims, witnesses and public protection and operational policing. EMPAC will work closely with existing regional policing organisations and the Scottish Institute for Policing Research (SIPR).

Her Majesty’s Inspectorate of Constabulary (HMIC) Value for Money Profiles and Police Effectiveness, Efficiency and Legitimacy (PEEL) Efficiency Inspection

For HMIC’s PEEL Inspection for 2015², reported in February 2016, 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?”.

HMIC have also published their Value for Money profiles (VFM)³ 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. Premises related expenses are noticeably lower than MSG and national levels.

This report reflects the emphasis placed on maintaining or increasing the frontline of policing whilst reducing costs in line with the budgetary pressures faced over my term, and I recognise the work of the Chief Constable and the Force in managing to deliver the savings required whilst maintaining the visible and non-visible frontline services which are so

² <https://www.justiceinspectors.gov.uk/hmic/peel-assessments/peel-2015/leicestershire/>

³ <http://www.justiceinspectors.gov.uk/hmic/publications/leicestershire-2015-value-for-money-profile/>

important, both within neighbourhood policing and keeping people safe from serious harm committed through the less visible and emerging crime threats.

The Police and Crime Plan

I published my Police and Crime Plan for 2013-2017 on 31 March 2013. This plan sets out my policing and crime reduction priorities for Leicester, Leicestershire and Rutland over the four year period. The last refresh was in November 2014, which was updated to reflect the changing nature of crime and demand on the police.

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

Responsible authorities

Community Safety Partnerships (CSPs) (previously known as Crime and Disorder Reduction Partnerships) were introduced within the Crime and Disorder Act 1998 (Sections 5-7) and are made up of representatives from the 'responsible authorities', which are:

- Police
- local authorities
- fire and rescue authorities
- probation service
- health

The Police are represented by the Chief Constable of the relevant area; I as the PCC am not a designated members of the CSPs.

The responsible authorities work together to protect their local communities from crime and to help people feel safer. They consider how to deal with local issues such as antisocial behaviour, drug or alcohol misuse and reoffending. They annually assess local crime priorities and consult partners and the local community about how to deal with them.

These priorities are published as a 'community safety plan' and a strategic assessment on an annual basis, a copy of which must be sent to the PCC for him/her to have regard to within the Police and Crime Plan. There is a reciprocal obligation placed upon CSPs to have regard to the Police and Crime Plan when setting their annual plans.

During 2015/16 I have provided funding of £450,000 to the CSPs across Leicester, Leicestershire and Rutland to be spent in line with their plans. I am grateful to partners for responding to the commissioning framework, and specifically to the CSPs in this regard. And this certainly influenced the level of funding I was able to provide in 2015/16.

In determining the strategic priorities within the Police and Crime Plan, I have taken regard of the strategic priorities of the community safety partnerships.

The strategic priorities set out in the Police and Crime Plan are based on comprehensive research and analysis commissioned on my behalf. This included a partnership needs assessment which looked at the wider needs based around the known causal and risk factors of crime and disorder.

The support and knowledge of the community safety partnerships in this process has been invaluable. I have found, for example, that alcohol and drug misuse and dependency, mental health, employment and training all feature as strategic priorities across a number of partners within the community safety arena.

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

An update from all of the chairs of each community safety partnership around the work of their partnership is provided in section 3 of this report.

Publication of information

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

Consultation and engagement

As the Police and Crime Commissioner I have a legal obligation (under the Police Act 1996 Section 96 as amended, and the Police Reform and Social Responsibility Act 2011) to ensure the views of the public and victims of crime are gathered and considered when formulating the Police and Crime Plan.

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

Engaging with people in Leicester, Leicestershire and Rutland is a high priority for me. I regularly attend events across the force area, and organise my own, so that I can hear the views of communities and see first-hand the positive work of local people and organisations.

During 2015/16, I took part in 64 engagement events. These include attending community forums, visiting schools, taking part in street police patrols and, along with the Chief Constable, holding 'What matters to you?' events which give members of the public the opportunity to ask questions about policing and community issues.

Leicestershire Police seeks feedback through a wide-ranging and evolving survey regime as well as more traditional consultation and engagement methods. The approach gives a comprehensive insight into performance, public confidence and satisfaction as well as helping to determine policing priorities.

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

In developing the Police and Crime Plan I have commissioned key pieces of survey based research and analysis. These included:

- **Victim survey data**

These surveys are designed to evaluate a victim's perception of post-crime service delivery. I use this data to monitor satisfaction and confidence of those with personal experience of policing services.

- **Community based survey**

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

- **Precept Survey**

As highlighted earlier in my report, I consulted with over 1,000 local residents via both a telephone and online survey to gather views around setting a precept for 2016/17.

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

Having been elected by the people of Leicester, Leicestershire and Rutland, I am keen to receive honest feedback regarding policing issues that matter most to them. I am absolutely committed to gathering a representative cross section of views.

The Youth Commission

In 2013, I was the first Police and Crime Commissioner to set up a [Youth Commission](#). Members are aged between 14 to 25 years, from a diverse range of backgrounds, and live across Leicester, Leicestershire and Rutland, and their voices help to shape decisions about policing and crime.

Now in its third year, the Leicestershire Youth Commission has built on the successes of the last two years, has established its work with Leicestershire Police and partners, and has taken on new priority issues.

The current objectives of the Leicestershire Youth Commission are clear and well communicated:

- To support, challenge and inform the work of the PCC and police.
- To provide a platform for young people to talk about crime issues and solutions with their peers
- To support young people in being part of the solution to crime issues that matter to them.
- To improve the relationship between young people and the police.

The Youth Commission meet and agree the priority areas, which for 2015/16 are

- child sexual exploitation (CSE) and missing from home
- domestic abuse
- hate crime and radicalisation
- legal highs
- Police and community relations
- Youth Violence including knife crime

Each priority area has a dedicated officer from Leicestershire Police who provides the Youth Commission with specialist advice on that area of work.

These priorities will then be discussed through further peer to peer engagement between Youth Commission members and other young people. This can happen through events such as workshops and presentations at schools, colleges and universities. This year there has been a specific focus in trying to reach sections of society which have been traditionally difficult to engage with, such as young offenders or young people in care, so engagement has been targeted towards specialist education projects, young offenders' institutes and bespoke councils, like the Children in Care Council. These events come under the collective banner of the "Big Conversation".

In addition to this the "Big Conversation" engagement also takes place at large scale public events including Leicester Caribbean Carnival and the Download festival. This year has also seen the introduction of the Youth Survey, which will increase the reach and accessibility of the Youth Commission across LLR, and asks young people their opinions on the priority areas and also their feelings of safety and relationship with the police in LLR.

Together the responses and engagement through the Big Conversation and Youth Survey will be analysed and the findings presented by the Youth Commission members at the annual Youth Commission Conference.

The Youth Commission has achieved a significant amount this year;

- There have been 3 “Big Conversation” engagement events, with a further three planned
- The Youth Police Advisory Group (YPAG), who come together to discuss policing policy and procedures with senior officers, is now well established. Members of the Youth Commission and YPAG are involved in the Stop and Search Reference Group and will also be part of the group reviewing Body Worn video footage as part of the Police Advisory Group.
- Youth Commission members now deliver training to Neighbourhood Policing Officers regularly as part of the Neighbourhood Policing training Package.
- The Reformed Character Qualification developed by the Youth Commission in 2014 has resulted in a nationally recognised National Vocational Qualification (NVQ) which is run by Glen Parva Young Offenders Institute, with two young offenders already gaining this NVQ and going on to gain full employment. There is now further development work continuing to progress this innovative programme, which proves to the wider society that young people are capable of being, and are willing to be, part of the solution, instead of being portrayed as the problem.
- There are two films in production dealing with the issues of child sexual exploitation and domestic abuse, with Youth Commission members involved in the production which are funded through the Strategic Partnership Development Fund.
- Youth Commission members have responded to the call for evidence in the review of Youth Justice commissioned by HM Government in September 2015

Improving relationships with our young communities is the reason why I set up the Youth Commission and it is great to see real progress being made in building a relationship between our young people and the police.

The Police and Crime Panel

The Police and Crime Panel (PCP)⁴, which is independent of the Office of the Police and Crime Commissioner, oversee my work. Its role includes:

- Reviewing my proposals for the amount of council tax local people pay towards policing. It has the power to veto these proposals if it considers the amount is inappropriate.
- Reviewing my Police and Crime Plan and Annual Report.
- Considering my proposals for the appointment of a new Chief Constable, with the power to veto.
- Investigating complaints about how I act as a Police and Crime Commissioner.

The role of the PCP is not to scrutinise the performance of the force or the Chief Constable individually; this is my responsibility.

At the Leicester, Leicestershire and Rutland Police and Crime Panel meeting on 2 February 2016, I reported on my intention to increase the Band D council tax for police purposes by 1.99 per cent from £179.9951 to £183.5770, to which the Panel unanimously agreed.

Following that meeting I formalised my decision to set the precept at that level and communicated it to our billing authority partners. The precept generated from this Band D amount is estimated to be £55.714 million for 2016/17 across Leicester, Leicestershire and Rutland.

⁴ <http://www.leics.pcc.police.uk/Our-Work/Police-and-Crime-Panel.aspx>

Compliance

Financial codes of practice

As Police and Crime Commissioner, I have operated in compliance with the Financial Codes of Practice issued by Parliament. Further details of this can be found in the Corporate Governance Framework <http://www.leics.pcc.police.uk/Document-Library/Policies-and-Procedures/Corporate-Governance-Framework-Revised-March-2014-FINAL.pdf>

Policing protocol

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

- I am responsible for the totality of policing within Leicestershire and I hold the Chief Constable to account for the operational delivery of policing, including the Strategic Policing Requirement (see below).
- I am responsible for setting the strategic direction and objectives through the Police and Crime Plan and to decide both the budget and the allocation of funds to support the plan.
- I expect the Chief Constable to demonstrate how he will deliver this vision and strategic priorities as set out in this plan.

Delegations of functions made by the commissioner

The Scheme of Corporate Governance, issued in May 2013, was reviewed during 2014/15 and following the transfer of staff to the employ of the Chief Constable at the end of March 2014, it now incorporates the Scheme of Consent. This scheme is currently being reviewed in line with the work of the Strategic Alliance.

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

Her Majesty's Inspectorate of Constabulary (HMIC) Inspections

Under Section 54 of the Police Act 1996, I am empowered to commission Her Majesty's Inspectorate of Constabulary to carry out inspections of specific matters of policing within their policing area.

I did not commission any such inspections during 2015/16, although there were a number of scheduled and thematic inspections conducted by HMIC over the year, of which more information can be found here : <http://www.justiceinspectorates.gov.uk/hmic/leicestershire/> , with my responses to each inspection report here: <http://www.leics.pcc.police.uk/Our-Work/Information/HMIC-Reports.aspx>

The most comprehensive inspection which HMIC conducted was their annual Police Effectiveness, Efficiency and Legitimacy Inspection (PEEL), which also inspected the leadership of the force, and the force was judged to be well-led and evidenced such performance in effectiveness, efficiency and legitimacy as to be graded "Good" across all three categories.

As I detailed in my response to the Home Secretary, and as I reiterate here, the HMI's assessment is consistent with my own view of the force, whose dedicated officers and staff work tirelessly to protect the people of Leicester, Leicestershire and Rutland and keep their communities safe. The report and overall conclusions will increase public confidence in Leicestershire Police and provide reassurance amongst communities that their local police can be relied upon to do a good job when needed. It is testament to the strength of leadership within the force that Leicestershire Police is in such a strong and healthy position.

Where the PEEL report and other inspection reports have highlighted any area of work where Leicestershire Police may have fallen below their expected high standards, I have placed a demand upon the Force to respond immediately to all of the recommendations made and areas for improvement highlighted, and the wheels are already in motion for the Force to further improve from a "Good" to "Outstanding" Grading in the next round of inspections in 2016.

Independent custody visiting scheme

It is a statutory duty for a Police and Crime Commissioner to have in place an Independent Custody Visiting (ICV) Scheme. Such schemes exist to provide assurance to local communities that they can have confidence in how the police treat people who are held in their custody.

Here in Leicester, Leicestershire and Rutland I am proud to report that our ICV scheme has been awarded the “Investing in Volunteers” award for each year of my tenure.

Independent Custody Visitors are volunteers who are recruited from the local community. They come from a variety of backgrounds and must be 18 years or over and have no direct involvement in the criminal justice system.

At the current time there are 32 volunteers undertaking this role in Leicestershire. The role of the Independent Custody Visitor is to make unannounced visits to police custody suites, in pairs, to speak to individuals who are being detained by the police to check on their welfare. In addition to speaking to individuals detained by the police Independent Custody Visitors also inspect other areas of the custody suite for health and safety purposes.

At the conclusion of each visit Independent Custody Visitors complete a report on their findings which is forwarded to my office. Any requests from detained persons are generally dealt with during the course of the visit but any other issues are taken forward by my office and a response from the Force is sought in relation to all issues raised. The outcomes of all visits is reported to the Strategic Assurance Board.

Independent Custody Visitors are expected to visit each primary custody suite, based at Euston Street, Keyham Lane and Beaumont Leys, a minimum of once a week. During 2015/16 a total of 157 visits were made as follows:-

- Beaumont Leys - 54 Visits
- Keyham Lane - 52 Visits
- Euston Street - 51 Visits

Of the 157 visits undertaken during 2015/16 immediate access to the custody suite was provided on 151 occasions with only 6 visits incurring a wait of 6-15 minutes. For those visits that did incur a wait for access explanations were provided to the visitors at the time and in all cases related to the custody suite being busy and a member of staff not being available to escort the visitors.

On all but one occasion, at Euston Street custody suite, on the week commencing 9th November 2015, the visiting target was achieved. To ensure a varied coverage of visits each week is divided into 35 timeslots for each custody suite. Over the year, apart from 5 time slots, custody visits were undertaken across all times of the day and days of the. This is crucial to ensure that visits do not become predictable and occur on regular and set times.

During 2015/16 a total of 1133 detainees were in police detention at the time of the custody visits – of these 516 (46%) were offered a visit from the Independent Custody Visitors and 495 (96%) agreed to be seen. Of the remainder 568 detainees were not available to be visited, for a variety of reasons e.g. in interviews/asleep, 21 refused to be seen and 49 were not offered a visit.

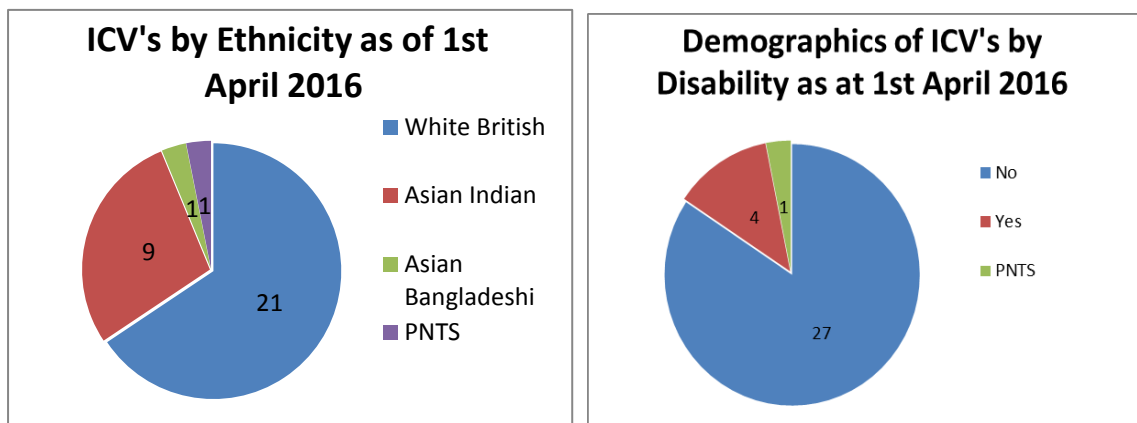
No major issues of concern were reported from the custody visits although a small number of health and safety issues were identified and resolved.

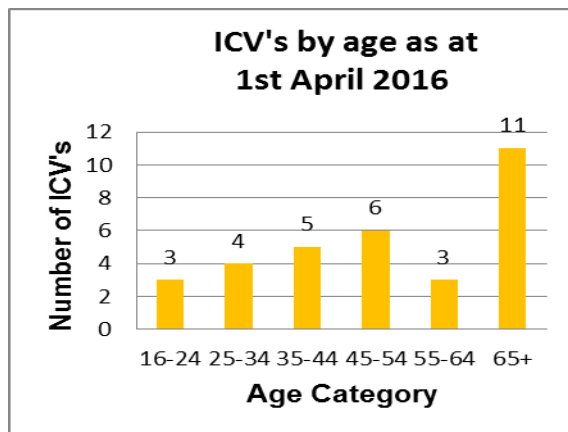
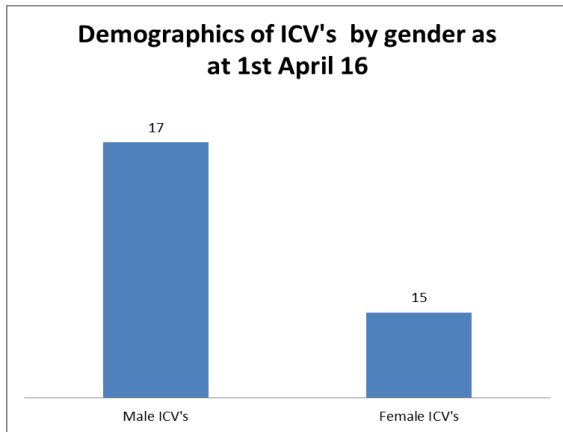
From conversations with detainees held in police custody the following requests were received:-

• Request for refreshments or meals	46
• Request to see a Doctor/Nurse or medications	45
• Requests for blankets	30
• Requests for a phone call	20
• Enquiries if a family member had been informed	14
• Requests for exercise/fresh air	13
• Requests for washing facilities	11
• Requests for reading material	8
• Requests for an update on their position	7
• Requests regarding cell conditions	5
• Requests for religious texts	1

Descriptions	Beaumont Leys	Euston Street	Keyham Lane	Total
Request for Doctor/ Nurse/ Medications:	9	19	17	45
Request for refreshments or meals:	17	12	17	46
Request for phone calls	4	9	7	20
Request for reading material	5	3	0	8
Request for blankets	15	12	3	30
Request for an update	4	1	2	7
Request to see a solicitor	5	8	2	15
Request for exercise or fresh air	3	5	5	13
Request regarding cell conditions	2	0	3	5
Request for washing facilities	2	8	1	11
Request for religious texts	0	0	1	1
Enquiry if a family member informed	7	3	4	14

During 2015/16 a recruitment campaign saw 14 new custody visitors being appointed. Following a 6 month probation period, where induction training was provided, new custody visitors commenced with custody visits in January 2016. The current demographics of the custody visitors is as follows:-





Feedback from Independent Custody Visitors throughout the year has included a number of complimentary comments as a result of their visits examples of which are as follows:-

- *“Very pleasant atmosphere in the suite”*
- *“Issues raised dealt with promptly and efficiently”*
- *“All areas including kitchen, chute and exercise yard clean and tidy. Staff very pleasant, professional and helpful. Outside paths gritted and salted”.*

Complaints

As PCC I have a statutory duty to scrutinise and monitor how complaints made by members of the public about policing are handled. As such I receive, on a quarterly basis, a report prepared by the Professional Standards Department informing me of the number of complaints recorded, complaints categorised by department, the top five allegations and the time taken to complete investigations and resolve complaints.

HMIC reported through the PEEL Legitimacy Inspection⁵ that for Leicestershire Police “The professional standards department carried out the assessment of all complaints and internal misconduct allegations. This structure provided consistency and fairness in decision making for both police officer and police staff cases. Complaints and misconduct were dealt with fairly and consistently with investigations being free from bias. There was ongoing work to reduce the time taken to investigate complaint but the decision maker for dealing with complaints was not at the correct level as required by legislation.”

⁵ <http://www.justiceinspectorates.gov.uk/hmic/wp-content/uploads/peel-police-legitimacy-2015-leicestershire.pdf>

Due to these identified issues within the performance of complaints management through the Professional Standards department I have sought further scrutiny in this area through 2015/16, which has been provided through the Strategic Assurance Board.

I have personally undertaken to dip sample a number of complaint files and have fed back my comments and raised issues that I have identified which the Chief Constable has responded to.

Since the inception of the Ethics, Integrity and Complaints Committee in September 2015 the assurance I receive from the dip sampling of complaint files has passed to members of that Committee.

The Committee members have received training and undertook their first dip sampling session on 19 February 2016. At this session members scrutinised 35 complaint files. Their findings were incorporated in a public report that was considered by the Committee at their meeting on 18 March 2016. The Force response to issues raised by members is incorporated in that report. Members of this committee will continue to dip sample complaint files on a quarterly basis and report their findings which will be published on the PCC website.

On the 1st May 2015 the [Police Conduct Regulations 2015](#) (PDF) came into effect aimed at making police misconduct hearings more open and transparent.

Police misconduct hearings along with special case hearings will now be held in public subject to the discretion of the person chairing or conducting the hearing. This also means that any member of the public or press wishing to attend proceedings may do so. On the 1st January 2016 changes in the above regulations have meant that in future an independent and legally qualified professional will chair police misconduct hearings leading to the disciplinary process being more transparent. Details of the outcome of misconduct hearings can be accessed on Leicestershire Police website.

There have been no formal complaints received by the Police and Crime Panel relating to the Police and Crime Commissioner between the 1st April 2015 and 31st March 2016.

Subsequent transfer scheme

No transfer of staff from the employ of the Office of the Police and Crime Commissioner to the employ of the Office of the Chief Constable utilising the Subsequent Transfer Scheme process (as defined in the Police Reform and Social Responsibility Act 2011) has taken place during the period between 1 April 2015 and 31 March 2016.

Register of interests

A register of my disclosable interests can be found on the PCC's website

<http://www.leics.pcc.police.uk/About-Us/Publications-Scheme.aspx>

Section 2
Progress against the strategic priorities of the Police and
Crime Plan

Theme: Reducing Offending and Re-offending

Strategic Priority 1: Preventing and diverting young people from offending

Measure:

- **Reduction in the number of 10-17 year olds entering the criminal justice system for the first time and receiving community resolutions, youth cautions and youth conditional cautions.**

I am pleased to report below that the number of 10-17 year olds entering the criminal justice system for the first time as reported by Youth Offending Services continues to reduce, as illustrated below.

Youth Offending Service, Leicestershire County Council

During 2015 Leicestershire County Council and Rutland County Council saw a reduction in First Time Entrants (FTE's) of 46% from 226 (2014) to 121 (2015) young people.

As part of this annual report, contributions have been invited from our partners. Leicestershire County Council have provided the following report regarding youth offending.

“The County Youth Offending Service (YOS) continued to focus on young people who have been identified as being at high risk of entering the criminal justice system. A part of the funding from the PCC supports the YOS youth inclusion and support project (YISP). The YISP workers within the YOS case manage young people who agencies, notably schools and the police, identify as being at risk of entering the criminal justice system. The YOS workers undertake a bespoke assessment of young people referred to the project using a national assessment tool, Onset.

During 2015 the YISP project worked with and closed around 150 cases of young people who had been referred to the project. The outcomes remain extremely positive. A part of the case management involves undertaking an assessment of each young person across 12 domains.

At the end of the project the most significant improvements across the 12 domains monitored related to family relationships, education and training, and employment, and thinking and behaviour. It was also notable that only 17% of this potentially high risk group of emerging young offenders went onto offend.

The YISP project made a significant contribution to the 48% fall across Leicestershire in first time entrants into the criminal justice system during 2015/16. First time entrants in Leicestershire also compares favourably when compared against regional and national trends”.

Jane Moore, Head of Supporting Leicestershire Families and Safer Communities

Youth Offending Service, Leicester City Council

During 2014/15 Leicester City saw a reduction in First Time Entrants (FTE's) of 10 per cent from 115 (2014) to 104 (2015) young people.

There is a risk for local areas and which is also recognised nationally, that successfully following a strategy of prevention and diversion has resulted in the remaining cohorts of possible first time entrants being the young people with the most complex and greatest needs, and a possibility that the number of first time entrants may shortly begin to rise. There are two significant areas of practice which the Youth Offending Services and partners can influence to try and maintain the successes seen in reducing the number of youth first time entrants into the criminal justice system – out of court disposals and case management of young people on the cusp of offending. The local mechanisms addressing these areas are below.

Leicester Youth Offending service have provided the following summary:

“The numbers of FTE has continued to decrease in 2015/16 and I have asked the data analyst to forward me the details this afternoon should you want to show measurement of impact.

Leicester City Youth Service and Youth Offending Services deliver youth prevention and diversion pathways which targets two specific groups of young people; high risk first time entrants to the criminal justice system and repeat young offenders.

The ‘Time to Move On’ programme is targeted at young people in conjunction with the police and schools on those who exhibit signs of escalating offending behaviours addressing their attitudes to crime and Anti-Social Behaviour. Working in partnership with Leicester Riders and AXLR Motor based project to develop young people’s confidence, knowledge and

practical skills and provide 1:1 support to help young people discover more about themselves and to plan the changes they need to make in their lifestyles.

Working in identified city schools where there are concerns regarding ASB, poor attendance and engagement in education 'Step Beyond' is targeted at young people who are most at risk of exclusion. The programme is designed to develop mindfulness in young people in Year 7 (age 11) onwards. Students are recruited onto the programme in order to learn resilience skills and develop the tools they need to respond to the challenges of adolescence and to navigate successfully into adulthood.

Alongside these programmes flexible Street based Youth Work sessions are delivered in identified areas across the city to engage with those classed as at risk of offending. Responding to intelligence and statistical data on Anti-Social Behaviour, targeted youth work interventions are planned with known young people who cause concern in order to ensure that young people's behaviour does not progress into offending."

David Thrussell, Head of Service, Early Help, Education and Childrens Department Leicester City Council

The New Police and YOS Decision making panel - Out of Court Disposals

This comprises the Police and all YOS services across LLR, and considers all cases where young people have admitted to offending. The meeting reviews all relevant information and determines the most appropriate course of action, which include taking no further action, using a restorative outcome, moving the young person through an assessment and into needs based prevention case management, or recommending formal action through the courts. Re-offending rates for young people who have had all outcomes are tracked, and the use of this panel to determine the most appropriate outcome for the young people is reflected in low re-offending rates.

Prevention – The Youth Inclusion and Support Panel (YISP) and the Youth Innovation Project (YIP)

The YISP works with young people between the ages of 8 and 15 who are identified through a number of routes as presenting a risk of offending and becoming a first time entrant into the criminal justice system. The young people are assessed and then engaged with using needs based prevention interventions. Results have shown that a low number of the young

people worked with go on to offend.

The YIP is a new innovation, having been introduced in 2015, and provides a programme of intervention for those young people who already have a criminal outcome, are not subject to YOS supervision, and present a risk of offending, and allows the YOS to work preventatively with young people who do not meet the YISP criteria, or who require further intervention following a Youth Caution. This includes a specialist provision which I directly fund.

I have also provided funding for diversionary activities across LLR, some of which are highlighted below:

Time to Move On – AXLR8 / Leicester Riders

This project provides residential courses, AXLR8 based on providing skills in motorcycle maintenance and the Leicester Riders residential which is sports based, where the young people are engaged with a number of activities of interest to them alongside short educational sessions. Two residential courses based on AXLR8 have been completed and one with Leicester Riders is due in March 2016. Where young people complete the projects positive outcomes have been evidenced.

“Following completion of the residential this young person is now attending full time education where previously he was on part time hours due to reluctance to engage. Following the residential he seems to have woken up to his potential and has a much improved outlook on education and has gained confidence.....Since attending the residential he’s not showed offending behaviour and complied with the YOS”.

Report from Time to Move on 2015/16

Step Beyond

This project worked with a school to provide support to 12 young people, with support from youth services and pastoral support workers, heads of year and the vice principal. Of the 12 young people, 9 fully completed the programme and gained accreditation; in the evaluation it was identified that the programme of work had positive impacts on the young people and members of staff involved, and further programmes of work are planned with more schools.

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

Measures:

- **Reduction in offending by 18-24 years**
- **Reduction in re-offending by 18-24 years.**

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 cohort of offenders reduced from 103 offences between April and September 2014 to 21 offences between April 2015 and September 2015, a reduction of 80%.

These figures show the success of the IOM programme, which will be discussed in further detail below. The way re-offending is measured (by cohort) means that there is difficulty in comparing performance between separate years, however, the fact that year on year through my term reductions of similar magnitudes have been seen in re-offending by young people who are managed through IOM reflects the success that this programme has had in helping prolific young offenders (and indeed all offenders on the programme) turn their lives around.

Leicestershire Police have provided information for 2014 and 2015 covering the 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.

I highlight below some of the ongoing work established to address offending and re-offending by young people across LLR.

Young Adults Project (YAP!)

I have identified young adults as a priority group and commissioned the YAP! to research and recommend system wide changes that will contribute to reducing offending and re-offending during young people's transition to adulthood. It has long been known that young

adults are over-represented within the Criminal Justice System (CJS), being most likely to be a victim or perpetrator of crime. This is a concern shared by several partners and the YAP! has been established in response.

In March 2015 the YAP! gained national recognition and was showcased at the National Transition to Adulthood (T2A) Alliance conference, and the implementation phase is now well underway. A number of recommendations are already complete, with other recommendations having had significant progress made against them, all addressing the issues identified and creating an environment across LLR where young people will be at lower risk of becoming a victim or perpetrator of crime.

Highlights of the YAP! so far include development of the “pathways” website that will help young adults who may be in contact with the criminal justice system, find and access support and services in their local area. It can also be used by key workers and managers to help and advise young service users who are in contact with the CJS.

Young adult offenders told the YAP! that their experiences of the transition between the Youth and Adult Justice Systems was often one of disruption, causing far-reaching difficulties for them, and which increased the risk of disengagement with services and further offending. In response, a ‘Transitions Protocol’ has also been compiled by the YAP! between our local Youth Offending Teams, the National Probation Service, and the local Community Rehabilitation Company to provide a gold standard for supporting young adults’ transitions between these services.

There is also work to deliver bespoke services for care leavers, which aims to reduce the number of care leavers in contact with the CJS, and the development of a Local Resettlement Model, which will provide young offenders leaving custody with better outcomes on release by equipping them with the necessary skills and support both pre and post release.

In addition, work has recently started to improve the transition for young people between the Children and Adolescents Mental Health Services (CAMHS) and adult mental health services for care leavers, and awareness raising opportunities for young adults’ health and wellbeing screening in custody.

There is ongoing work to ensure that the YAP! Is informed by the views and experiences of local young people in contact with the CJS, in order to contribute to the reshaping of criminal

justice services in LLR and changes to the systems that affect them. A newsletter highlighting all of the work of the YAP! is in production, with reports on progress against all of the work streams, including the engAge project, an innovative project highlighted below.

The engAge team

In response to the initial findings of the YAP! the engAge team was established in June 2015 as part of the local Integrated Offender Management programme and targets young adults (18-24 years) who are making the transition between the youth and adult criminal justice systems as well as young adults who are at an early stage in offending. I fund the engAge team, and the work is delivered by Leicestershire Police and the DLNR Community Rehabilitation Company.

Initial data suggests that levels of re-offending shown by those young people engaged with the project have been dramatically low, with very few of the young adults supported by the team going on to re-offend. The engAge team has now been the subject of significant national interest, recently winning the Team of the Year award in the National Probation Awards 2016.

“I haven’t smiled in a while; working with you is making the impossible possible, step by step. You don’t realise how grateful I am.” – engAge service user

Integrated Offender Management (IOM)

Here in Leicester, Leicestershire and Rutland I support an established and successful IOM programme which has received national interest and recognition. This is again due to the strong partnerships which exist across LLR, and investment into the programme comes from me, the Police, the Community Rehabilitation Company and National Probation service, provided with support from the substance misuse services jointly commissioned across the area also, and a wide range of agencies also contribute through their active engagement with the programme.

National IOM principles underpin the programme and support the integrated model of working which can be applied to a whole host of issues and challenges faced by those agencies tasked with reducing offending and re-offending. The IOM approach locally has been applied to reduce young adult offending and also street drinking issues in conjunction with partners.

There has been a change in focus this year with IOM developing an “all risk” scheme to manage offenders identified as likely to cause a high risk of harm, alongside the traditional focus on persistent and prolific offenders. The existing single referral process into IOM / MAPPA (the Multi Agency Public Protection Arrangements - for dangerous and violent offenders) has proved an effective mechanism to access support for practitioners and ensure offenders are managed appropriately according to their level of risk and need.

IOM has also grown in capacity and capability, and IOM link officers now work in neighbourhood policing areas to embed IOM best practice all through the force. Representatives from the IOM team have also taken their work in relation to identifying the needs of offenders to national forums where it has been adopted within a national tool to identify the needs of high harm or prolific offenders.

Voluntary GPS (Global Positioning System) tagging of offenders, which I have provided a financial contribution to this year, has increased and has proved very effective in the managing offenders on the IOM programme.

Altogether, all of the hard work and innovation seen through this programme has resulted in the strong success in reducing re-offending of our target groups, and I congratulate the IOM programme team and partners on the positive impact made in keeping our communities safe and managing our offenders.

My sentiments are matched by the report of HMIC, who state “*There is a firm focus on early engagement and rehabilitation as part of the force’s Integrated Offender Management Programme..... The force has a strong belief in the importance of early engagement, channelling offenders away from the criminal justice system and rehabilitation. From grassroots initiatives in JAGs and community safety partnerships through to highly specialist units, we found a firm commitment to help people rebuild their lives in addition to enforcing the law*”.

Twenty Twenty Young Persons Mentoring

I have also commissioned a Youth Mentoring Service, which is provided by the charity Twenty Twenty. This service matches young people with mentors who have experienced and overcome similar challenges in their own lives, and can provide support and guidance

for the young people from a position of personal experience.

Twenty Twenty are on track to have engaged with 220 young people this year⁶, and the information provided shows good outcomes for those young people engaged with the programme, with an average of four engagements every month between the mentor and young person, and large increases in re-engagement with work or education from the young people. This is alongside an estimated social return of £5 for every £1 invested in the programme, which highlights the social value of the programme, as well as the impact on the lives of our young people.

In recognition, Twenty Twenty have recently been presented with the Queen's Award for Outstanding Volunteer Service on the mentoring Scheme, which is the highest award which can be given to a charity, and it recognises the great work performed by the mentors on this scheme.

⁶ Twenty Twenty Contract Monitoring Returns 2015/16

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

Measures:

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

In regards to reporting on progress for this priority I am limited by restrictions on publication of data from Public Health England's (PHE) National Drug Treatment Monitoring System, however I can confirm that I receive this information from our partners which enables management of the commissioned services detailed below. I can also report that I am satisfied with progress under this strategic priority.

In relation to a reduction in the number of incidents recorded in or near licensed premises, I have taken information from reports provided by Leicestershire Police that show, regrettably, in our areas of highest demand, termed cumulative impact zones, that recorded demand has not seen the decrease required despite the combined efforts of the police and partners, and to this end I have made extra provision available through the budget for 2016/17 for partners through the Strategic Partnership Board to address alcohol and the Night time Economy (NTE).

I have provided funding to a number of programmes under this strategic priority, targeting young offenders with a substance misuse need across LLR and also providing a contribution to Adult Substance misuse services across LLR, as well as providing a contribution to the Anchor Centre, a "Wet" centre for street drinkers, where they can also access services in relation to housing and health.

Joint Commissioning of Substance Misuse Services

I am pleased to report that over the past year I have together with local authority partners been through a co-commissioning process to join all of these services up across the sub region and a new commissioned service will start in June 2016, which will cover Leicester City and Leicestershire, and may cover Rutland in the future.

Provided by Turning Point, these community based substance misuse services will aim to reduce the substance related harm to individuals, families and communities and support the building of individual recovery. The service will be a single integrated specialist substance misuse service, providing specialist drug and alcohol services for adults and young people; including specialist services for adults and young people within the criminal justice system.

The criminal justice element of the service will provide a fully integrated service which will be available to service users from point of arrest through sentence (community or custodial) and on release. More specifically, they will cover Criminal Justice drug and alcohol intervention systems in custody suites and prisons, out of court disposal requirements, Drug Rehabilitation Requirements (DRRs) and Alcohol treatment orders (ATOs), services post release and a link to "through the gate" (transition from custody to release) services, and will engage fully with partners and promote partnership working across all services, criminal justice or otherwise. This list is again illustrative of the wide scope of the commission but by no means exhaustive.

Drug Intervention Project (DIP)

Separately, I provide funding to Leicestershire Police for the Drug Intervention Project (DIP). This team work on Drug testing on arrest and charge, and also have an Alcohol Liaison Officer and Drug and Alcohol Intelligence Officer who works within the Integrated Offender Management team. This team works within our custody suites facilitating drug testing on arrest and making sure offenders who test positive attend initial and follow up assessment in relation to their substance misuse; enabling the signposting of those people to services which can support them, or providing information for the police and criminal justice agencies to request drug rehabilitation requirements or alcohol treatment orders as part of any out of court or court criminal justice sanction.

The Integrated Offender Management programme, as described in the previous section, works not only with young offenders, but with all priority, prolific and high risk of harm offenders, many of who will have substance misuse issues.

Operation Nitrox

Operation Nitrox is the umbrella name given to all of the work undertaken by Leicestershire Police in relation to Legal Highs / New Psychoactive Substances (NPS). Through the work of a dedicated team substantial numbers of inputs have been given to schools, universities, neighbourhood teams and community safety partners and panels throughout Leicester, Leicestershire and Rutland. Interventions have taken place with suppliers of such substances, such as “Head” shops, and on line retailers.

A problem solving approach has been undertaken for Leicester City Centre to deal with issues caused by the use of NPS, and the Force are readying themselves for the introduction of new legislation, the Psychotic Substances Act 2016, which will come into effect in May 2016.

Guidance has been produced for educational establishments concerning drug and alcohol issues, with specific involvement from Op Nitrox in relation to NPS, with examples given to enable identification of these substances, and what to do if such substances are encountered, including reporting avenues and the encouragement to establish a “No Legal Highs” policy across educational establishments.

Adult Peer Mentoring

I have also directly commissioned an adult peer to peer mentoring service, which is delivered by DLNR CRC and Advance to Go. This service has managed to find and train 40 mentors and peer mentors, and engage with approximately 30 offenders every month, providing individual support in many areas of the offender’s life.

Case study – Advance to Go

J was visited at Glen Parva prison prior to release. It was arranged for the mentor to meet J at Cobden St on morning of release to assist with housing.

J could have gone back to live with his mum, however due to some anti-social behaviour on J’s part prior to custody his mum lost her council tenancy. A tenancy she had for around 25 years.

A homeless referral had already been made to housing options by prison resettlement team, and followed up on the day of J's release.

We were informed that there were no vacancies. It was stated to housing options that J was only 22 and could they check if there were any vacancies at the YMCA. Yes there was a vacancy at the Y and an interview was arranged that afternoon. Interview was attended by both the mentee and the mentor after which they were told to wait for a call. Within an hour housing options had called back and J had been offered an interview at the YMCA. J was subsequently accepted and moved in that night.

We believe in this instance if it wasn't for the mentor asking about spaces at the Y then J would have not had a bed that night.

J had always been told by his Brother that if he sorted himself out that he would help him get a job at his place of employment.

In December J started work at the same warehouse as his Brother.

Late Night Levy

No areas have used the late night levy over my time in office, and the uptake nationally has been very low with only one local authority in England and Wales using this tool.

Strategic Priority 4: Reducing crime and ASB caused by families in a Troubled Families Programme

Measures:

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

The Troubled Families Programme is a national programme that seeks to identify and support families with multiple problems, specifically where there are two or more of the following characteristics:

- Children not attending school
- Offending behaviour
- Worklessness and financial exclusion
- Families with health problems
- Families affected by domestic violence or abuse
- Any child in need of help (e.g. CSE concerns, young people going missing)

The Troubled Families agenda is underpinned by a requirement for local authorities to transform services to ensure co-ordinated, whole family approaches are at the heart of the support provided to families in order that they build strength and resilience, and to prevent reactive, high cost responses from services that have to deal with the subsequent 'problems'.

Each local authority has a team in place to which I provide funding, to support the delivery of the Troubled Families Programme through partnership working.

Leicester – Early Help Assessments

In Leicester, the Troubled Families Programme is being delivered through the Early Help Assessment model.

Early Help Assessments (EHA) involve longer-term support (up to 12 months but could be longer) multi-agency, support for children, young people and families using a Team Around the Family (TAF) approach, led by an identified Lead Practitioner.

The TAF comprises the relevant professionals – including Police Officers, as appropriate, working in conjunction with the family to assess and clarify their needs and the action required to address them. The Lead Practitioner is the person identified as most appropriate to lead and co-ordinate this work and can be anyone from within the Team Around the Family.

In Leicester, the EHA is supported by an electronic case recording system, 'LiquidLogic' which allows professionals to record their interventions and share information with other partners involved in the same EHA.

Leicester City Council Troubled Families programme provided the following summary:

“The Troubled Families Programme (previously known as Think Family) in Leicester seeks to support families with multiple and complex needs utilising a whole family approach; addressing the root causes of issues within families to prevent reoccurrence and reduce demand on services.

The Programme is underpinned by a locally determined Family Outcomes Plan which places priority on areas of work such as:

- Reduction in offending and anti-social behaviour by young people and adults
- Reducing substance misuse
- Supporting families affected by DV to feel safer and reduce incidence of DV
- To reduce the risks to young people affected by CSE
- To prevent further episodes where a young person has gone missing

During 2015/16 the City Troubled Families Programme started work with 900 families:

- 16% of these families included a young offender or a family member causing ASB
- 17% of these families were victims or perpetrators of Domestic Abuse

During 2015/16 'Think Family' ended and transitioned into the Council's Early Help service. This saw an end to the stand-alone service and a move to an integrated service providing one front door for all referrals with clearer eligibility criteria. In addition, the Early Help Assessment was launched to co-ordinate multi-agency support for families with complex needs supported by the 'LiquidLogic' electronic case recording system, accessible to all partners, facilitating information sharing and ensuring accountability on all cases. These new

approaches aim to support whole family working become the ‘norm’ for all members of the workforce.”

Leicestershire – Supporting Leicestershire’s Families

In Leicestershire, the Troubled Families Programme is delivered through Early Help Services which are accessed through the central referral system, First Response Children’s Duty.

There are three main delivery streams within Early Help:

- Children’s Centre Programme – providing early support through the 0-2 Pathway plus some one-to-one work with families of under 5s with more significant needs
- Supporting Leicestershire Families – a mix of brief intervention, intensive family support, and youth work
- Youth Offending Service – preventative work through to intensive intervention

The main focus of the Troubled Families Programme delivery is the Supporting Leicestershire Families (SLF) team of 40+ intensive family support workers who provide direct support and service co-ordination to families who have complex and multiple needs, all of which meet the criteria for the Programme.

Leicestershire’s Early Help Services are delivered through integrated locality teams, and all SLF teams are based within District and Borough Councils. This arrangement supports close working with those agencies and services based within District/Borough buildings, for example community safety and anti-social behaviour officers, housing officers, Police, Adult Social Care, and Job Centre staff.

Information sharing and joint working are at the heart of Leicestershire’s successful model of working, from the point of referral where ‘OneView’, the Early Help multi-agency information sharing hub provides family summaries to support decision making, through to Team Around the Family approaches and other joint working arrangements.

Leicestershire County Council has provided the following update on the supporting Leicestershire Families programme:

“Leicestershire was an ‘early starter’ for Phase Two of the National Troubled Families programme and since the start of Phase Two (September 2014) to date 978 families have been worked with by Supporting Leicestershire Families (SLF), and of these 324 (33%) met the Crime/ASB identification criteria for the programme as follows:

- 65% Adult/child who is referred for offending /risk of offending / ASB
- 32% Individuals with ASB in last 6 months
- 22% Housing ASB Sanction - Warning Letter issued, NOSP, Eviction Order, ASBO or ASBI
- 17% Individuals has an open order/plan (Youth Offending Service) in the last 12 months
- 15% an adult or child who has received an anti-social behaviour intervention (or equivalent local measure) in the last 12 months.
- 10% Adult with proven offence in last 6 months
- 8% Child with proven offence in last 6 months

During 2015-16 Supporting Leicestershire families provided intensive family support to over 697 families, comprising 2604 individuals. Of the 324 families identified as meeting the ASB/Crime criteria, 78% have subsequently met outcomes i.e. a reduction in ASB or offending.

Working in partnership with the Police and District Councils SLF staff have worked to reduce levels of anti-social behaviour perpetrated by families supported by the service. In addition to work with families, SLF has supported partnership initiatives to drive down anti-social behaviour in targeted geographical areas, for example Warwick Way in Loughborough. During 2015 a multi-agency initiative has been developed in partnership with Leicester Prison which will develop support for families of prisoners and where appropriate, support offenders to return to the family home on release which is a known factor in reducing re-offending.”

Rutland - Changing Lives

In Rutland, the Troubled Families Programme, known as Changing Lives, sits within the Early Help service. The following update was received from the Changing Lives programme:

“All families engaged with the Changing Lives programme will have an Early Help Assessment or will be engaged with Social Care and have a single assessment.

Changing Lives engages with families across tiers 2-4 of the safeguarding threshold framework⁷. Working with those of highest cost and the most needs, intervention workers engage families into a whole family intervention. Families are supported to tackle those entrenched issues with a dedicated worker leading the way for change. Rutland’s programme offers a flexible approach to ensure the service is right for the family and maximises the potential for successful engagement and breaking cycles of systemic issues.

In April 2015 Rutland Changing Lives joined the second stage of Troubled Families. This extended the services beyond the criteria of the first programme to work with those families where there are health needs, children who need help and with families where domestic violence is a factor.

Between April 2015 and March 2016 Changing Lives have worked with 17 families. 10 of these families had met the ASB/Crime criteria and 5 had domestic violence as a concerning factor in the family.

Changing Lives has a team of skilled workers from a varied of background including Police, Health and Education. The team provides support across a whole family, assisting individuals to seek specialist help and enabling positive change. Mentoring is provided to young people to help them to make good choices and build confidence to attend positive activities. Individuals are supported to attend court, probation appointments and to be motivated into employment and educational opportunities.

This year positive claims were made for 2 families where there had been a history of criminal offences. In both cases both families had a 100% reduction in offending over a 6 month intervention period and have subsequently not reoffended.”

I assess progress in relation to these priorities from each programmes’ own submissions to HM Government for payment by results as the overarching indicator of performance, and each programme returns the relevant information to me through our contracts monitoring system. So far all programmes have managed to fulfil the requirements for payment by results and no information has been provided to me to suggest that this year will be any

⁷ http://www.leics.gov.uk/pathway_to_services_document.pdf

different, with these programmes continuing to be successful in providing local families with the support that they need.

Theme: Supporting Victims and Witnesses

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

Measures:

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

I am delighted to report that HMIC have formally recognised the good work of Leicestershire Police in protecting the vulnerable from harm; through their HMIC Peel Vulnerability Inspection; where HMIC report that protecting the vulnerable from harm is a high priority for Leicestershire Police, and note the investment in specialist teams and the constructive partnership arrangements in place to improve services to vulnerable victims. HMIC also highlight the progressive and ongoing training packages available to staff covering a wide range of vulnerability issues, the strong and constructive relationships with partner organisations, and activity in engaging with diverse local communities.

HMIC also report that Leicestershire Police are generally good at identifying and responding to those who are vulnerable, and properly accessing their risk at the first point of contact so that the most appropriate response can be deployed. HMIC also highlighted a number of areas for improvement, which I accepted without reservation and have been working with the Chief Constable to redress. For this report, however, I will focus on the wide range of positive work done over the year, captured below.

Over the last year I have worked with Leicester, Leicestershire and Rutland local authorities to commission an LLR wide domestic violence and sexual violence support service, which provides a free phone helpline, independent advocacy support in the form of Independent Domestic Violence Advocates (IDVAs) and Independent Sexual Violence Advocates (ISVAs), crisis outreach and therapeutic support. This provision, which has been commissioned and has been in place from December 2015, puts the provision of support for domestic and sexual violence on a stable footing for the next four years and brings together 3 of the most prominent support organisations across LLR, Womens Aid Leicestershire, Living without Abuse and FreeVa to deliver this service as United against Violence and Abuse (UAVA). This countywide service will monitor and report back on engagement,

awareness and outcomes provided for people subject to domestic or sexual violence and abuse.

In addition to this, after a successful pilot, known as Project 360, providing proactive intervention for repeat victims of domestic violence, encouraging and enabling them to take positive action, I have commissioned the extension of this service across LLR. The evaluation of the pilot, carried out in partnership with Loughborough University, indicated that the intervention was effective in enabling victims of domestic violence to break free from the cycle of victimisation and effectively reduced repeat incidences of victimisation. This intervention is provided to victims of domestic abuse who do not necessarily meet the criteria for referral to some of the services listed above, thereby ensuring there is intervention and support available over and above the excellent support provided by the police for all victims of domestic abuse across LLR.

Victims of domestic violence will also be supported by our Victim First Service, which now can also refer victims on to a “target hardening service” which aims to provide advice and products to enable victims of crime to feel safer and be safer in their homes.

HMIC also released a report in December 2015 – Honour Based Violence – The depths of dishonour which provided an assessment on the preparedness of Leicestershire Police and other forces nationally to deal with crimes of Honour Based Violence (HBV), Forced Marriage (FM) and Female Genital Mutilation (FGM), which I have considered and responded to in conjunction with the Force.

Leicestershire Police has already delivered bespoke training on these crimes to officers and staff across the Force and it will, of course, continue to work closely with partner agencies and specialist organisations to raise awareness of these crimes. The recommendations made in those reports are being addressed urgently by Leicestershire Police and the commissioned services highlighted above will play a major role in providing an effective, efficient and appropriate response in relation to these crimes to support victims and witnesses and bring those who perpetrate these offences to justice.

Leicestershire Police and partners have a full and wide ranging response to Domestic Abuse and Violence across Leicestershire, including specialist and co-located teams within Leicestershire Police working as part of the Domestic Abuse Investigation Unit (DAIU), using all available resource including Domestic Violence Protection Orders (DVPOs), Domestic Violence Protection Notices (DVPNs), Multi Agency Risk Assessment Conferences

(MARACS), Independent Domestic Violence Advisors (IDVAS), Specialist Domestic Violence Courts (SDVC), Domestic Abuse, Stalking and Harassment (DASH) Risk Assessments, and Sanctuary schemes, a list which is illustrative but not exhaustive. I am also currently looking into commissioning a programme of intervention for perpetrators.

In relation to progress against these priorities I can report that there has been a substantial increase in reporting of domestic violence crimes over my term, and whilst I am content with the progress made in encouraging victims of domestic abuse and crime to report to the Police, there is still more work to do in this area.

Table 2.5.1 Domestic Violence Recorded Crime levels

Recorded Crime Levels	2012/13	2013/14	2014/15	2015/16	% change 2012-2016
Domestic Violence with Injury	1583	1759	1830	1555	-1.77%
Domestic Violence without Injury	2303	2432	2462	3508	52.32%
Total	3886	4191	4292	5063	30.29%

I can report that there has been continuous improvement in services provided to victims of domestic abuse and domestic violence, as evidenced through the work above, and that the services provided have been focussed on outcomes for them. This can be evidenced through the victim survey of domestic abuse victims⁸, for which the most recent results (12 months to May 2015) show that 87% of victims were satisfied with the service received from the Police.

In relation to raising awareness of services, the support service delivered by UAVA will provide information around level of contact to their service through the hotline or referrals, and through the Project 360 services all people who have engaged with the service will be surveyed to determine the outcomes provided.

⁸ Leicestershire Police Victim User Satisfaction Survey (Domestic Violence)

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

Measures:

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

The new Sexual Assault Referral Centre (SARC) was opened in March 2015, to which I have contributed funding alongside the major funder, NHS England and Leicestershire Police. This replaced the previous facility, Juniper Lodge, which has been helping victims of sexual offences since 1999. The SARC is dedicated to supporting those affected by rape and sexual assault in Leicester, Leicestershire and Rutland. It has a team of specially trained staff who understand the impact rape and sexual assault can have on people's lives.

The new facility has three medical suites, three interview suites, a photographic studio, and a multi-agency meeting room, a support suite with relaxation facilities, a family lounge and office accommodation. One of the rooms also has a live video link where victims can give evidence in comfort and prevent further trauma by having to attend court. The physical and emotional trauma that victims of rape and sexual assault experience can be devastating and lead to life changing consequences, and we have a responsibility to ensure that they get access to whatever help and support they need; the SARC will assist in this aim.

The newly commissioned and established Domestic Violence and Sexual Violence service delivered by UAVA as highlighted in the previous section will also play an important role in increasing awareness and use of sexual violence victim services across LLR as well as providing improved services as set out in my police and crime plan.

Serious Sexual Offending covers a wide range of offences and areas of risk, and Leicestershire Police's Serious Crime Department are set up to deal with crimes that fall into this category, alongside Domestic Abuse. They have specialist teams dealing with each different area – the Signal team deal with rape and sexual assault, the Child Abuse Investigation Unit deal with child abuse, the Public Protection Management team deal with Multi Agency Public Protection Arrangement (MAPPA) offenders and also house the

Management of Violent and Sexual Offenders (MOSOVO) team. The POLIT team deal with on-line Child Sexual Exploitation and Abuse (CSE/A) and there is a missing children team, which also deals with children's safeguarding issues. The Adult referral desk deals with adult safeguarding issues.

Signal also provides training and information to the force and its partners to increase awareness of SARC services and referral opportunities.

I can report that there has been a huge increase in reporting of serious sexual offences over my term, which is illustrated in the table below.

Table 2.6.1 Serious Sexual Offences Recorded Crime Levels

Recorded Crime Levels	2012/13	2013/14	2014/15	2015/16	% change 2012-2016
Rape	250	367	437	496	98.40%
Other Serious Sexual Offences	492	510	622	655	33.13%
Total	742	877	1059	1151	55.12%

The reporting of Rape and other Serious Sexual Offences has seen a massive increase over the last four years, following a series of high profile cases across England and Wales. The response to these cases, alongside a number of historic offenders now being brought to justice, has increased the confidence of the public to report both historic and recent offending.

A significant level of reporting of historic offences has been seen, with an analysis by Leicestershire Police identifying that 65% of rape reports related to an offence committed within the previous 12 months, 12% between 1 and 5 years previous, and 23% of offences reported more than 5 years after the offence was committed.

It is important to continue to understand the nature of the increases we have seen, and provide a full and sensitive response to all victims of these crimes when reported to ourselves, no matter when the offences were committed. The level of historic reporting should not be allowed to mask any current trends or prevalence of this type of offending, and Leicestershire Police regularly profile this type of offending across LLR to make sure the right response is provided.

Through the work of Leicestershire Police and partners as detailed in this section and other sections within the report, namely strategic priorities 5 and 15, I am confident that over my term in office the service to victims of sexual crime has improved, and that we have made improvements and continue to do so in increasing the awareness of people in the services available to them locally.

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

Measures:

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

Over the past year I have supported a number of initiatives in line with this priority; these are highlighted below

The Hate Crime and Health Care Partnership

Leicestershire Police, Leicestershire Partnership NHS Trust (LPT), University Hospitals of Leicester (UHL) and the Clinical Commissioning Groups for Leicester, Leicestershire and Rutland and East Midlands Ambulance Service (EMAS), with the financial support from the OPCC, have developed the hate crime and healthcare partnership.

Through this partnership an e-learning module for health care professionals on their role in identifying hate crime and supporting the victims has been developed and is now being rolled out across all health sectors within Leicester, Leicestershire and Rutland. Further work to develop health response to hate crime is being captured in the hate crime and healthcare partnership action plan for 2016-17.

More information can be found here: http://www.leicspart.nhs.uk/Library/ES_019_15HH.pdf

The Hate Crime Scrutiny Panel

Leicestershire Police initially established the panel over 15 years ago to monitor the police response to hate crimes to ensure they are being dealt with and investigated correctly. The panel is an enormous asset in contributing to improvements in how officers respond to hate incidents and hate crimes.

The aim of the Hate Crime Scrutiny Panel is to maintain and increase community confidence and support for Leicestershire Police by ensuring that the police response to all hate incidents and hate crimes is in tune with the needs of local people, and to improve relations between Leicestershire Police and the communities of Leicester, Leicestershire and Rutland, by valuing members and fully involving them as members of the panel in the review of hate incidents and hate crime. Doing this provides another avenue for us to consult with our communities.

The objectives of the Hate Crime Scrutiny Panel are; to meet on a quarterly basis to review individual depersonalised hate incidents and hate crimes, to provide advice on the investigation, to assist in the prevention and reduction of such incidents, to assist in shaping and influencing policy and procedure and to liaise with police staff and other representative groups, on relevant hate crime issues, and in so doing, encourage victims of such incidents to report them to the police. The Hate Crime Scrutiny Panel will also assist, where appropriate, in the police response to critical incidents.

Mencap “Speak Up Report Hate Crime”

I have continued to fund Leicester’s local Mencap Advocacy Service project called “Speak Up Report Hate Crime” and Leicestershire Police have supported the local Mencap leaders to run ten workshops across Leicester, engaging with over 100 people with a learning disability to provide understanding and awareness of hate crime and “mate” crime, and the support and services and available for people in relation to being a victim or witness of this type of crime.

Sophie Lancaster Foundation Black Roses Event

In May 2015 more than 200 people joined me, the Chief Constable and Sylvia Lancaster, the mother of Sophie Lancaster who was kicked to death for being a Goth, at an event in Leicester to help raise awareness of Hate Crime. The event included the screening of Black Roses, a film about the killing of Sophie.

Sophie was just 20 years old when she and her boyfriend Rob Maltby were attacked in a Lancashire park in 2007. As a result of her severe head injuries, Sophie never regained consciousness and died 13 days later. Following her death Sylvia created a lasting legacy for her daughter by setting up the Sophie Lancaster Foundation.

After the screening, Sylvia took part in a question and answer session to discuss the topic of hate crime alongside a panel including me, the Chief Constable and Dr Stevie-Jade from the University of Leicester's Centre for Hate Crime Studies.

Recognition of the "Alternative Subculture"

In November 2015 Leicestershire Police extended the named categories of Hate Crime to include Alternative Subculture, following the ongoing work with the Sophie Lancaster Foundation. They are now one of 11 Forces to recognise this as a separate Hate Crime Category

Victim First

Our Victim First service was also designed with the input of Leicestershire Police's Hate Crime lead officer to ensure that the needs of victims and witnesses of non-crime hate incidents and hate crimes are catered for within the Victim First Service; the result of which is a senior caseworker within Victim First holding the Hate Crime portfolio.

I have to report that despite all of the work undertaken against this strategic priority the level of recorded Hate Crime has not seen an increase over my term in office. 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. Whilst this may provide an explanation, until the situation is rectified no improvement can be claimed.

The level of victim satisfaction provided by respondents to the police user satisfaction survey has also shown a decline over my term in office from 85% to 79% currently, although this is a slight improvement from levels mid-term, and is currently consistent. This is still a key concern of mine and is further discussed under strategic priority 9. My overall assessment in relation to this priority is that, despite all of the positive work over the last four years, there is some significant distance left to travel.

Table 2.7.1 Hate Crime Recorded Crime Levels

Recorded Crime Levels	2012/13	2013/14	2014/15	2015/16	% change 2012-2016
Hate Crime	930	862	1013	840	-9.68%

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

Measures:

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

Through my grant application process I have funded a number of projects designed to address ASB across Leicester, Leicestershire and Rutland. I invited applications from organisations from the voluntary, community and social enterprise (VCSE) sector, who would provide interventions that would proactively reduce antisocial behaviour in targeted areas of LLR or increase the reporting of domestic abuse, serious sexual offences or Hate crime across the county.

Successful applications were made in relation to ASB which are highlighted below, and these initiatives being run by our incredibly dedicated and motivated colleagues from the VCSE sector are returning much benefit to the communities and local areas in which they are working, and making a fantastic contribution to the continued reductions in ASB across LLR.

Pay it Forward

This is an initiative run by the charity Pedestrian, which aims to reduce the existing levels of anti-social behaviour in target locations in Leicestershire, and to prevent young people from beginning to participate in ASB through early intervention. They will achieve this through creating “ChangeMakers” in the community, young people who have experienced the criminal justice system and have made or are undergoing a positive exit from the cycle of criminality, and through their “ChangeMakers” deliver a wide reaching participatory campaign that explores ASB on a community platform.

Changing Tracks

This initiative is also run by the charity Pedestrian, and is designed to develop a partnership between Pedestrian and 3 local primary schools, with the motive of engaging with the schools to create behavioural change in individuals and each organisation through empowerment and the use of the schools as local community hubs. The project will intervene with students displaying negative behaviours which place them at high risk of

perpetrating antisocial behaviour, and support them and their families by equipping them with the skills, confidence and abilities to channel their energy into positive pursuits.

Makes Moves

This initiative is run by Go-Getta CIC, a Community Interest Company. The aim is to provide a menu of regular and ongoing youth work to young people, focussing on 10-19 year olds, with a view to raising awareness of the impact of anti-social behaviour and engage in positive activity. The young people have access to positive psychology coaching, and there are coaching skills classes available to parents also. In addition there is street based youth work delivered as part of this project, alongside the recruitment and training of volunteers to provide long term sustainability for the project.

Forward Together

This initiative is run by the Contact Project, a Voluntary and Community Sector Children and Young People community development project. This is in partnership with Somali Development Services (SDS), Best M8's mentoring and training Community Interest Company and Akwaaba Ayeh. The objective of this initiative is to deliver an outreach service in the Spinney Hills area. A diverse and multi skilled, and multicultural team with representation from many communities discuss with young people the interventions, services and support that they need to stay away from ASB, whilst promoting employment, volunteering and training opportunities.

Street Sport

This project is run by Community Projects Plus, a not for profit Social Enterprise. The main aim is to engage with young people through sport, using sport as a positive activity to build relationships with young people across LLR. Sport provides the opportunity to have conversations and be available for young people to offload worries and concerns, and allows the coaches to understand the young people and build a trusting relationship in order to encourage and support them to make positive lifestyle steps, and enabling the young people to use their skills and talents to benefit communities by delivering associated projects locally.

Working in partnership to reduce antisocial behaviour

HMIC reported through their PEEL inspection covering 2015/16 that Leicestershire Police's neighbourhood policing teams work effectively with community safety partnerships in district and borough councils. The integration of the police and other public services in joint action groups (JAGs) has contributed to sustainable reductions in anti-social behaviour.

Partners also work together through the Strategic Partnership Board and ASB delivery group, which the JAGs feed into, and jointly fund an ASB case management system, Sentinel, which enable cross agency case management of complex ASB cases, using a partnership designed incremental approach to dealing with offending.

I must reinforce these views and congratulate Leicestershire Police and all partners in the incredible work done in partnership to continually reduce ASB and results in LLR having over 40% less ASB per 1000 people than the national average for England and Wales. (HMIC PEEL 2015)

The work undertaken to reduce antisocial behaviour has resulted in some exceptional decreases over my term in office, as illustrated in the table below. Despite the success in reducing antisocial behaviour, this has not been matched in increasing victim satisfaction with the police in this area, with a reduction from 84% to 72% currently, which again is a key concern and one on which I am currently working with the force to resolve. All in all, however, I am happy that we have made significant improvement against this priority over my term in office.

Table 2.8.1 Antisocial Behaviour Recorded Incidents

Recorded Crime Levels	2012/13	2013/14	2014/15	2015/16	% change 2012-2016
ASB	23223	23984	20732	17351	-25.29%

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

Measures:

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

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

Victim First

Victim First, a pioneering new service which I commissioned, delivering enhanced help to victims and witnesses of crime and antisocial behaviour in Leicester, Leicestershire and Rutland was officially launched at the King Power stadium on the 29th September 2015, and started providing help and support to victims and witness on the 1st October 2015.

The service has been meticulously designed to plug previous gaps in support provision and make it easier for people to access help. One of the innovations of the new model is the opportunity for victims to request restorative justice measures – where offenders meet their victims – as part of their recovery journey.

Victim First has been operating successfully since its launch, and will have offered support to over 6,000 victims of crime and antisocial behaviour by March 2016. A proportion of the people supported will go on to have a partial or full assessment of support needs assessed and provided by Victim First or by other specialist support services, such as the Sexual and Domestic Violence support services provided by UAVA, as mentioned previously, or from the county wide substance misuse services, also covered earlier in this report, whilst Leicestershire Partnership NHS Trust also provide Clinical Mental Health provision for victims and witnesses of crime

In addition, I have commissioned a “Target Hardening” service, provided by 24/7 Locks, which commenced on the 1st of January 2016 which provides advice and security improvements for victims and witnesses of crime upon referral.

Victim First have firmly established themselves as proactive and committed partners across the partnership landscape, with involvement with a wide ranging number of partnership groups, including the Victims and Witnesses Partnership group, ASB Partnership group, Hate crime Partnership group and Scrutiny Panel, YAPI, Domestic Violence Partnership

group and Learning Disability Partnership group to name a few.

The Restorative Justice Element of Victim First is bedding in and I have emphasised the importance of getting this important area of work right to Victim First and look forward to seeing the growth of Restorative Justice as a part of supporting our victims and witnesses locally.

Victim's Code of Practice (VCOP)

If you have been a victim of crime, you are entitled to certain information and support from criminal justice organisations such as the police and the court. The Victims' Code is a government document which explains what you can expect from all criminal justice organisations from the moment you report a crime until after a trial has finished. For more information you can follow this link: <https://www.gov.uk/government/publications/the-code-of-practice-for-victims-of-crime>

Leicestershire Police is required by law to ensure each victim of crime receives the standard of service as detailed by the Victims' Code, and as part of my oversight of Leicestershire Police I actively encourage Leicestershire Police to regularly assess their compliance with the Victims' Code.

Leicestershire Police have dedicated substantial resource to complying with the Victims' Code and regularly assess compliance through their internal audit processes. I recognise the ambition of the Leicestershire Police to achieve full compliance and support them in their efforts to do so.

Victim Satisfaction

Victim Satisfaction currently stands at 79% for all users, which has fallen from a high of previous years, although this has stabilised over the past 12 months, and still evidences that almost four fifths of people who have had the need to call us for service remain satisfied with the service they have received.

This is as a result of the radical reform of services as described earlier in the report through Project Edison and Blueprint 2020, where as a result of our financial challenge, and the exceptional response that the Force has made to that challenge in managing to deliver over and above the savings required whilst increasing the frontline service provision, has meant

that along the way some difficult decisions have had to have been made in the level of service offered to the public after they have reported a crime in certain instances, for example the attendance of Forensic Services to crimes of theft from a motor vehicle.

That said, this area has been a key concern of mine over the past year, and I have worked with the Chief Constable and the Force to try and further understand the fall in satisfaction levels, and I recognise the level of importance that this issue has rightly been given by the Force, and the actions that have been taken under the leadership of Senior Officers to address and reverse this trend, as has been seen for levels of victim satisfaction for victims of domestic burglary offences.

Body Worn Video Cameras (BWC)

Leicestershire Police have been implementing the rollout of Body Worn video Cameras as part of an initiative involving all five East Midlands Forces. All frontline officers and Police Community Support Officer will be issued with a body worn video camera, and 1,200 cameras will have been issued to officers by the end of the financial year.

Body Worn Cameras are visible cameras that are worn attached to the chest to capture video and audio evidence when attending incidents of crime. The use of cameras brings many benefits and evidence gathered at scenes by the cameras has led to successful prosecutions.

The cameras provide better standards of evidence and an accurate record of street encounters (for example, when using stop and search powers), as well as encouraging increased professionalism within the frontline. Footage from body worn cameras can also be useful when corroborating statements and assisting in resolving cases more quickly and efficiently.

I am glad to report that the use of Body Worn Video has already increased and will continue to increase across the Force area and the region following a successful funding application to the Home Office's Police Innovation Fund.

Theme: Making Communities and Neighbourhoods Safer

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

Measure:

- **Continuous improvement in confidence rate reported in the Community Based Survey that the 'police are doing a good job'**

Between April 2015 and March 2016 results from the Community Based Survey indicate that approximately 85% of respondents said that the police are doing a good job in their area. This is a real confirmation of the great work Leicestershire Police, together with partners, is doing to deliver an effective and efficient police service and keeps communities safe.

I would like to highlight some of the work not yet mentioned in this report undertaken over the last year to improve the police service to our communities, alongside all of the great work already illustrated through our work in line with each of the previous strategic priorities.

Ethics, Integrity and Complaints Committee

This year I have established this ground breaking initiative which invites members of the public to examine the behaviour, standards and integrity of Leicestershire Police, and advise the Chief Constable around the conduct of the Police service across LLR.

The five committee members, who live or work in LLR, will meet regularly to scrutinise a range of different aspects of behaviour and policing services including, but not limited to

- How complaints from the public are dealt with by the police
- Expenses claimed by officers and staff of the Force and Office of the Police and Crime Commissioner, or any gifts and hospitality received
- Stop and Search Data
- Equality and Diversity
- Promotion Processes
- Whistle blowing processes
- Overall behaviour and conduct issues

A number of different areas have already been considered by the ethics committee, including the use of stop and search, the use of facial recognition software, and the Force's policing of

hunting and the role of the volunteer wildlife officer. The Committee also consider a number of ethical issues faced by the Force and provide their view on the appropriate approach to take.

This initiative makes an explicit and highly public commitment to transparent, ethical policing in Leicester, Leicestershire and Rutland which will further enhance the Leicestershire Police's reputation and effectiveness in the years to come.

Braunstone Blues

Through the Strategic Partnership Board I have invested more than £300,000 into the Braunstone Blues initiative, led by Leicestershire Fire and Rescue, a project aimed at reducing demand on all blue light services in the busiest area of Leicester City.

A multiagency task force, known as the Braunstone Blues, undertake positive engagement working with local residents in Braunstone Park to reduce demand on police, fire and ambulance services, and deliver "Healthy, Safe and Secure" visits to individual households, establish a Citizens' Academy to recruit and train local residents to encourage greater community cohesion, work with local community groups and improve access for the community to support services.

I believe this initiative will be of great benefit to the community, and if our evaluation confirms this then this way of working could be introduced to other areas of high demand across LLR. With less and less centralised funding available, blue light services must adapt and work together to meet joint demand pressures. This type of innovative working is desperately needed to ensure we are all working together to use our resources efficiently and effectively.

Braunstone Blues supports this vision by focusing on prevention and education to reduce risk and harm to our communities, by tackling issues jointly between services and sharing our expertise to achieve a common goal.

Community Safety Partnerships (CSPs)

Working in partnership is critical to successfully keeping our communities safe, and I continue to support the work of all of the Community Safety Partnerships across LLR. Working together through local delivery action plans which focus on those issues which

matter locally, progress is tracked through and reported back through community safety partnership meetings.

The below table shows the funding which I have provided to CSP partners through the Partnership Locality Fund and the priorities on which this funding has been spent:

CSP	Partnership Locality Funding 2015/16)	Priorities on which funding spent
Blaby / Hinckley and Bosworth	£29,700 / £36,000 (Joint £65,700)	ASB, Young People, Substance Misuse, Home Security, Fraud, CSE, DV, Hoarding
Charnwood	£67,950	ASB, Street Pastors, Alcohol Harm, Sexual Harassment, Purple Flag Initiative
Harborough	£23,850	ASB, Acquisitive Crime, Violence, Road Traffic Collisions, Vulnerable People, Prevent
Leicester City	£215,100	Alley gates, Crime and ASB, Domestic Homicide Reviews, Alcohol Outreach, DV
Melton	£15,750	Neighbourhood and Rural Watch, Fraud, Crime Prevention, Cyber Crime, Prevent, Substance Misuse, Burglary
Oadby and Wigston	£19,800	Youth Offending, Reducing offending and reoffending, Crime and ASB
North West Leicestershire	£31,950	Violent Crime and Abuse, Acquisitive Crime, ASB and Hate Crime
Rutland	£9,900	CSE, Crime Reduction, Road Safety, Burglary

Working with the Voluntary, Community and Social Enterprise Sector (VCSE)

Over and above all the work with the VCSE sector, which includes charities, mentioned earlier in the report, I continue to support Crimestoppers, a national charity which enables the anonymous reporting of crime and intelligence to law enforcement agencies, and the VCSE sector locally through direct funding. I am also happy to provided funding to Warning Zone, a local company which has developed innovative methods of teaching our children locally about numerous risks including those encountered online or in relation to keeping safe generally.

Rural Watch

I have contributed to the establishment of Rural Watch, which was launched in February 2016. Rural Watch creates a network of villagers, farmers, churches and businesses that can work together to address local policing issues, share information and combat crime. This has brought together several existing schemes already in operation across the force area to create a bigger network and to help ensure everyone has access to advice and information. Our rural communities often tell us that they feel exposed to rural crime and this confirms our commitment to keeping them safe and helping them keep themselves safe also.

Local Resilience Forum (LRF)

I support the Local Resilience Forum, which is a multi-agency partnership made up of representatives from local public services, which aims to plan and prepare for localised incidents and catastrophic emergencies. Partners are required to respond in the event of emergencies to safeguard the lives, property and wellbeing of residents, communities and businesses and to mitigate consequential impacts.

Strategic Priority 11: To reduce all crime

Measure:

- A significant reduction in ‘all crime’

Table 2.11.1 All Crime Recorded Crime Levels

Recorded Crime Levels	2012/13	2013/14	2014/15	2015/16	% change 2012-2016
All Crime	58878	60752	59107	60638	2.99%
Population (000s) (LLR online - mid year estimates)	1026.4	1034.6	1049.91	1049.91	
Crime Per 1000 population	57	59	56	58	1.75%

Recorded crime has increased marginally this year, and this is true for the four year period also. It is important to view this in context - there are significant increases in violent crime and sexual offences, which mirror national trends and are a result of a mixture of improved crime recording, especially in relation to violence, and increased confidence in the public reporting crimes to the police; in fact a number of the priorities in this plan are to increase the reporting of serious and “hidden crime”.

I would make the case that these figures demonstrate good performance in the context of the changing nature of crime and increased demands on the police, which coupled with the financial challenge faced and achieved, and various other external factors such as changing demographics and political landscapes.

Over the last decade crime has fallen across LLR from 100,000 crimes to around 60,000 yearly currently, and the nature of crime is changing rapidly, with a shift towards emerging crimes, such as cybercrime and child sexual exploitation (CSE), which involve more intensive resourcing due to their complexity, resourcing which has been provided and extended as detailed through other sections of this report. In an effort to take into account the changing landscape, Leicestershire Police are working with the Cambridge Harm Index, developed by the University of Cambridge, which applies a weighting for the level of harm caused to victims based on court sentencing guidelines, to help prioritise those crimes which cause most harm and to protect those members of our communities who are most vulnerable.

The force are also using a tool developed by HMIC, the College of Policing and the London School of Economics which has developed a tool to assess demand on Police services at a lower super output area determined on a range of historical data.

I am content that this indicator represents a good return in relation to progress against this indicator and am assured that there is no complacency on the part of Leicestershire Police who will strive to deliver the best policing service possible, which provides value for money whilst working with local people and partners to tackle those crimes which matter most to the communities of LLR.

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

Measures:

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

Table 2.12.1 Burglary Recorded Crime Levels

Recorded Crime Levels	2012/13	2013/14	2014/15	2015/16	% change 2012-2016
Domestic Burglary	3935	4199	4050	4314	9.63%
Non-domestic Burglary	3372	4113	3889	3680	9.13%
Total	7307	8312	7939	7994	9.40%

Leicestershire Police have a burglary dwelling reduction strategy which directs their work in both dealing with burglary offences when they occur and also working proactively to prevent this type of crime from happening across LLR.

Offending patterns, hotspots, and prison releases are reviewed and work directed towards the appropriate resource. Prolific Offenders are managed through the Integrated Offender Management Programme.

Preventative operations and crime reduction strategies are put in place by neighbourhood teams working with the Force burglary team to deal with possible high threat locations and times, such as the return of students to each of LLR's three universities, or "darker nights" campaigns in the lead up to the winter months.

An example of the preventative work for burglary (and student safety) is Operation Umble, undertaken in partnership with Loughborough University. Op Umble is a year round plan which engages students and staff at Loughborough University, providing sessions around burglary, theft prevention, personal safety (including alcohol and drug use), together with tackling issues of Antisocial behaviour.

The activities are timed to fit in with key points through the academic calendar; Fresher's Week, returners, Christmas Holidays, Easter Holidays and exams. Talks are held over

these periods and further engagement is carried out through traditional and social media routes.

Partnership work is also undertaken with Street Pastors, University Security, Students Unions and residents groups.

East Midlands Special Operations Units (EMSOU) provide forensic support in the investigation of burglary crimes, with evidence found by crime scene investigators processed regionally to aid in the detection of these offences.

Between 2015/16 and 2014/15 the level of burglary offences have remained stable, after a swift response to a significant spike seen over the winter months.

Satisfaction levels for victims of burglary offences has remained consistent at 88% whilst satisfaction against other crime types has decreased. This performance shows a recovery over the last six months from a trend which had been declining, and I take this as a positive affirmation of the continued good service provided to victims of burglary offences by Leicestershire Police.

I can also report that despite the best efforts of Leicestershire Police, the desired reduction in burglary dwelling offences as set out in my Police and Crime plan has not been achieved over my terms in office.

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

Measures:

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

Table 2.13.1 Violence against the Person Recorded Crime Levels

Recorded Crime Levels	2012/13	2013/14	2014/15	2015/16	% change 2012-2016
Violence Against the Person (with injury)	4365	5052	4884	4221	-3.30%
Violence Against the Person (without injury)	5736	5759	5961	8141	41.93%
Total	10101	10811	10845	12362	22.38%

Over my term in office reductions have been seen for violence against the person with injury; whilst violence without injury has seen a significant increase between 2014/15 and 2015/16. The increase in violence without injury is reflected nationally, with improved crime recording and new offence categories adding to this increase between the years.

However, a decrease has been seen in more serious offences which contribute to overall levels of violence against the person with injury, and this illustrates a focus on reducing more serious violence whilst encouraging the reporting of all violence to the police.

Leicestershire Police have taken a number of actions to both improve the reporting and recording of violent offences whilst making sure all of these offences are robustly investigated and offenders managed.

Operation Anthem, which is the operation in place to manage the Night Time Economy across LLR, ensures that the right resource is in the right location in order to prevent violent crime and deal effectively with these crimes when they occur.

Operation Engine is work that has been carried out between the Force Investigation Unit and East Leicester Neighbourhood Policing team robustly tackling violent crime amongst local youths. This has resulted in dealing with that localised issue and successful prosecution of

those perpetrating those crimes; 74 investigations, 59 arrests and 47 separate criminal charges made under this operation so far.

The new force operating model provides greater continuity and proficiency in managing violent crime investigations, and this is leading to a greater number of guilty pleas through the courts; domestic violence conviction rates in the Magistrates Courts are at 78% for example, which is well above national averages, and is testament to the good work of the Police, CPS and partners in providing efficient and effective justice through the Criminal Justice System.

Satisfaction for those victims of violent crime however has shown a declining trend, with current figures standing at 72% of respondents satisfied.

It should be acknowledged that domestic violence falls under this category of crime also but has been reported on earlier in this document.

I should highlight that, in the same fashion as for sexual offences, it is important that the driving factors behind this significant increase in violent crime is fully understood by Leicestershire Police, and that increases driven by improved crime recording and the introduction of new criminal offences through legislation do not mask an increase in prevalence of this type of offending, and if this is the case, strategies are put in place to effectively address violence across Leicester, Leicestershire and Rutland.

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

Measures:

Theft from motor vehicle

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

Theft of motor vehicle

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

Table 2.14.1 Vehicle Crime recorded Crime Levels

Recorded Crime Levels	2012/13	2013/14	2014/15	2015/16	% change 2012-2016
Theft from a Motor Vehicle	5236	5396	5767	6387	21.98%
Theft of a Motor Vehicle	1051	1114	1347	1433	36.35%
Total	6287	6510	7114	7820	24.38%

Through 2015/16 Leicestershire Police have employed a number of tactics to disrupt and detect vehicle crime.

Operation Cheetah targeted and convicted an organised crime group stealing power tools from work vans, and reunited many owners with their stolen property.

Neighbourhood Policing Teams have run their own vehicle crime initiatives, including preventative activities and also the deployment of capture cars in hotspot areas, leading to many successful prosecutions and convictions of key offenders. These initiatives have also used Automatic Number Plate recognition (ANPR) and high profile policing to combat locally identified hotspots and crime series.

The force have undertaken a lot of engagement through traditional and social media, including a “tweetathon” over the Christmas period, identifying vehicles with valuables on show which were vulnerable to opportunistic offenders.

Despite all of the continued efforts of Leicestershire Police and partners, vehicle crime offences have seen an increasing trend and I have put extra focus on scrutinising these trends and the actions taken by Leicestershire Police through the Force’s performance meetings and the Strategic Assurance Board.

Satisfaction rates for victims of vehicle crime have also seen reductions, currently standing at 74%, and investigation into the reasons for this decline in satisfaction by Leicestershire Police has linked the decrease directly to the reduced service now provided to many victims of vehicle crime as a result of the force’s new operating model and regional policy decisions taken.

Over my term in office it has to be recognised that the objective to reduce vehicle crime has not been met, with a 25% increase over the term, and that there is further work to do to address the levels of this type of crime across Leicester, Leicestershire and Rutland.

Theme: Protecting the vulnerable

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

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

Child abuse and child sexual exploitation have been the subject of extensive and increased attention nationally following many high profile cases across the country, and resulting in the Independent Inquiry into Child Sexual Abuse led by Dame Lowell Goddard QC.

HMIC have also recently published a number of reports in relation to CSE; “In Harm’s Way” and “Online and On the Edge “, raising a number of issues in regards of the national law enforcement response to CSE, and whilst the reports were not specific in relation to Leicestershire Police, I asked the force to provide me with their assessment of the response across Leicester, Leicestershire and Rutland.

The force provided me with a complete assessment of the response provided by Leicestershire Police and partners to victims of CSE and child abuse, and has put in a place an action plan to ensure that improvements are already being made where necessary.

Commitment to Eradicate Abuse and Sexual Exploitation (CEASE)

Alongside this work, through my Strategic Partnership Development Fund (SPDF) and the work of the Strategic partnership Board, I have provided £1.2 million in funding to 13 projects dedicated to eradicating Child Sexual Exploitation and Abuse. The projects include innovative education programmes aimed at raising awareness among young people, developing a network of faith group champions, targeting young people with messaging via social media and the psychological profiling of victims and perpetrators of these crimes.

The 13 projects are all under the governance of the Leicestershire and Rutland Local Safeguarding Children Board (LSCB) and the Leicester LSCB which developed a joint bid for the funding, working with partners from the police, health and other agencies involved in safeguarding children and young people

These projects all sit underneath my Commitment to Eradicate Abuse and Sexual Exploitation (CEASE) campaign, which was launched at an event at the King Power stadium in February 2016, with politicians, representatives from industry, commerce, charities and the private sector joining local celebrities to launch the CEASE pledge.

The pledge asks people to sign to commit to eradicating abuse and sexual exploitation. So far 2710 people have signed the pledge, and it can be found here

www.leics.police.uk/CEASE

In signing the pledge, we ask people to be aware of the signs to look out for that may indicate a child is in danger. By understanding these signs, and by looking out for them, together we can help protect children and young people.

We also work in partnership through the local safeguarding boards, and an update on the work of these groups is provided below from the independent chairs of these boards.

Local Safeguarding Children's Boards

The key objectives of LSCBs, as set out in 'Working Together to Safeguard Children', are:

- To co-ordinate local work to safeguard and promote the well-being of children
- To ensure the effectiveness of that work

Safeguarding and promoting the welfare of children is defined as:

- Protecting children from maltreatment
- Preventing impairment of children's health or development
- Ensuring that children are growing up in circumstances consistent with the provision of safe and effective care

A key objective in undertaking these roles is to enable children to have optimum life chances and enter adulthood successfully.

The role of the LSCB is to scrutinise and challenge the work of agencies both individually and collectively. The LSCB is not operationally responsible for managers and staff in constituent agencies. Below are reports from each Independent chair around the work of the Safeguarding Boards through 2015/16.

Chair of Leicester City Safeguarding Board

The Leicester City Safeguarding Children Board (LSCB) includes a representative of the Chief Constable and has a close working relationship with the office of the Police and Crime Commissioner and the police service. The Board has been supporting all member agencies, including the police, to strengthen the monitoring of the performance of the safeguarding arrangements in the City, including development of a multi-agency LSCB performance data set and participation in LSCB multi-agency case file audits. The decision by the Police and Crime Commissioner to launch an ambitious programme to prevent and respond to Child Sexual Abuse was welcomed by the LSCB and is already supporting improvements in service arrangements.

Representatives from Leicestershire Police have been actively involved in the programme of multi-agency safeguarding training and in reviewing LSCB multi-agency safeguarding procedures. New LSCB multi-agency initiatives have been taken in respect of child sexual exploitation, missing children, female genital mutilation, child neglect and the assessment of new-born babies at risk. The police have been active participants in these areas as well as Serious Case Reviews/Learning Reviews and have contributed to disseminating learning about service improvements.

David N Jones Independent Chair, Leicester Safeguarding Children Board (2010-2016)

Chair of Leicester Safeguarding Adults Board

The Leicester City Safeguarding Adults Board (LSAB) includes a representative of the Chief Constable and has a close working relationship with the office of the Police and Crime Commissioner and the police service. The Board has a specific role in commissioning Domestic Homicide Reviews on behalf of the Community Safety Partnership. The police have been active participants in local DHRs and also other Safeguarding Adult Reviews and learning processes.

The Board has recently refreshed its business plan and governance arrangements, with Leicestershire Police being an active partner and now chairing the Adult Review and Learning Sub-group. The LSAB priorities reflect the need to work closely with partners on matters of mutual concern, including abuse within institutional care settings, financial abuse and strengthening our performance and assurance arrangements. Joint working with the LSCB supports a whole city approach to tackling exploitation of vulnerable young people and

the Board has a specific priority to develop transitions pathways for at risk young people as they move into adulthood.

Representatives from Leicestershire Police have been actively involved in reviewing the LSAB multi-agency safeguarding procedures in light of the Care Act 2014 and the new statutory status of the LSAB. This new arrangement is now supported by equitable contributions from the three statutory partners to the LSAB, including Leicestershire Police.

Jane Geraghty, Independent Chair, Leicester Safeguarding Adult Board

Chair of Leicestershire and Rutland Safeguarding Boards

Over the last 12 months the Local Safeguarding Boards have actively worked in partnership with the PCC to support those priorities that have a 'Safeguarding' element.

This includes working in close partnership with agencies and in particular the Domestic Abuse Co-ordinator to ensure newly commissioned Domestic Abuse services - 'United against Violence and Abuse' (UAVA) are widely understood by both the public and professionals, and the use of the 'DASH' risk assessment tool continues to be promoted and encouraged.

The CSE, Trafficking and Missing Sub-group has supported the development of a multi-agency 'CSE Hub' to coordinate referrals, investigations and support to victims. The Board was successful in its bid for thirteen projects to be funded by the PCC to the tune of £1.2m.

Awareness campaigns have taken place utilising media campaigns, launch events and other promotional activities include the very popular and effective 'Chelsea's Choice' production delivered to 60 schools across Leicester, Leicestershire and Rutland so far.

A key feature of CSE and other risky behaviour is often identified as the result of missing episodes and so return interviews are offered to all young people with an emphasis placed on effective prevention of future missing episodes.

The Leicestershire and Rutland Safeguarding Adults and Children's Boards continue to maintain effective relations with agencies across the partnership to ensure local safeguarding arrangements are in place for both adults and children.

Paul Burnett, Chair of the Leicestershire and Rutland Safeguarding Adults and Children's Boards.

Child Sexual Exploitation (CSE) Executive Group

The Child Sexual Exploitation Executive Group was formed in 2015 with the aim of providing a cohesive strategy for tackling Child Sexual Exploitation within Leicester, Leicestershire and Rutland. It is a multi-organisational forum that is chaired by the Deputy Chief Constable of Leicestershire Police, with membership from the Directors of Children's Services (across LLR), senior Health leaders and local Safeguarding Board Chairs.

The purpose of the Group is to provide the drive and focus needed for the response to Child Sexual Exploitation and to scope emerging threats, whilst ensuring a robust performance management regime. The group considers how public trust and confidence is maintained, and how best to approach the dual challenges of current and historical cases. The Executive Group works closely with the Strategic Partnership Board and supports the work of the Leicestershire and Rutland Children's Safeguarding Boards.

The group receives up to date information from a number of other sub-groups and maintains oversight of the operational hubs. Child Sexual Exploitation is a problem across the country but the benefits of partnership working within a joint Executive team, in parallel with a child-centred approach to intelligence, investigation and risk, have led to significant progress over the last year.

CSE, Missing and Trafficking LSCB Sub Group

The joint Leicester, Leicestershire and Rutland Local Safeguarding Children Boards' Child Sexual Exploitation, Trafficking and Missing sub group is a strategic sub group which sits under the Safeguarding Boards and aims to:

- co-ordinate the delivery of recommendations of key national documents: Working Together to Safeguard Children 2013, Safeguarding Children from Sexual Exploitation 2009, Health Working Group CSE 2014.
- deliver the required CSE objectives as outlined in the LSCBs Business Plans.

- co-ordinate and monitor the delivery of the CSE strategy objectives and highlight any risks to implementation to the LSCBs.
- analyse and monitor data in relation to CSE and provide quarterly reports to the LSCBs.
- ensure clarity in local practice and procedures are reflected in the LSCBs Safeguarding Procedures and disseminated via the membership across partner organisations.
- have a clear communication strategy for dissemination of relevant CSE information for the purpose of recognising and responding to CSE to the voluntary sector and the public.
- undertake audits and address the needs for change in procedures and practice presented by the results of audits of evidence.

Through the work of this group, the LSCBs, the Police, partners and the new initiatives commissioned under the CEASE banner we can provide an effective and efficient response to victims of CSE and Child abuse, helping to remove the “hidden” nature of this crime, and create an environment where those who have suffered this type of abuse, or who fear that they are at risk of exploitation, can report it to the police or another support organisation where they can get help, and through whichever route, can be assured that they will be treated with respect and sensitivity.

Whilst I am happy that we have made substantial progress in delivering this priority, I am under no illusion that there is still a lot of hard work ahead to make sure that we make a real difference in our efforts to eradicate sexual exploitation and abuse of children across LLR.

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

Measures:

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

Work in relation to this strategic priority is delivered in partnership through the Mental Health Partnership Group and supported by the Mental Health Partnership Manager, a post I created within my office to deliver the necessary changes required through the Police and Crime Plan.

Over the last 12 months, the Mental Health Partnership Group has joined with the Better Care Together Mental Health group to form a much stronger coordinated partnership. The priorities for this group have continued to actively support the Strategic Priority measures as well as actions under the Crisis Care Concordat.

The transport of patients, in particular those who need secure transport continue to be an area where improvements can be made across Leicester, Leicestershire and Rutland, although substantial headway has already been made, and East Midlands Ambulance Service have taken the lead and are further exploring gaps in provision with health commissioners.

Training Provision – Mental Health First Training

Mental Health First Training was commissioned in early 2015 in partnership with the city and county councils, and is now coming to fruition. The focus remains on developing the front line response of a multi-agency cohort of professionals. Training has been delivered to develop the awareness of mental health among professionals and further the understanding of other professional practitioners across the partnership.

The success of this model has attracted considerable interest outside the initial partnership with further expansion of the programme looking probable.

Policy Development

Policy creation and development is ongoing, with successes achieved in producing joint policies for S.135 (1) and (2) and S.136 MHA. Scoping is now taking place to ascertain the potential to support other risk areas with robust joint policy.

In August 2015 I hosted Street Triage National EXPO in partnership with the Department of Health. The event both celebrated the joint approach that we have taken in Leicestershire and explored innovation within the arena of mental health and policing.

Mental Health Triage Car

In Leicestershire the Mental Health Triage Car has helped to reduce S.136MHA detentions since 2012 by 81% with less than 7 people per month detained by police under S.136MHA in real terms. This in turn reduces the criminalisation of mentally unwell members of our community in crisis.

Integrated Vulnerability Management Project

The Strategic Partnership Development Fund has supported the Integrated Vulnerability Management Initiative. The IVM will take the joint work that has been so successful in Leicestershire around crisis response to the next level. It takes inspiration from some of the best international practice to support individuals within our community who frequently present risk on the pathway to crisis. The IVM will further develop and support a coordinated, integrated partnership approach to back mental health and adult vulnerability.

I am happy to report that the result of the work performed over the last year is the further development of an efficient and effective partnership working environment. The investment as part of the Strategic Partnership Development Fund into this area of business will realise further improvements to the response to those with mental health needs through innovative practice.

The Mental Health Partnership Group

I have invited all of our partners to contribute to this annual report; below is a report from the Mental Health Partnership Group:

“The mental health service case for change is built around the need to move activity from secondary care to community and primary care services. Central to this aim is a need to refocus on prevention and early diagnosis. When people need help from specialist services waiting times can be too long and those in crisis cannot always access services as quickly as they would like.

In summary this involves:-

- The widening of choice and effectiveness in crisis response and therefore the reduction in associated demand for hospital beds
- The increase of resilience and promotion of recovery and independence.

A number of measures were introduced during 2015/16 that have contributed towards this, including:-

- A crisis service triage tool that went live on 21st December 2015, working to filter users with clinical need to the crisis response service.
- Recovery Network- Third Sector/Co commissioning workshop designed with IMROC (Implementing Recovery through Organisational Change)- with the aim of developing a locality based resilience and recovery service to commence during 2017.
- Recovery Colleges- have opened in Leicester, Blaby and Enderby.
- Place of Safety Assessment Unit- The implementation of an all age service at the Bradgate unit has been supported and is due to open in August 2016.
- An All Age Liaison Psychiatry service-is being phased in at the Emergency Department. The introduction of this was agreed by Mental Health Clinical forum and Mental Health Partnership Board.
- Police/EMAS//Leicestershire Partnership Trust-community mental health triage proposal has been discussed at the Mental Health Partnership Board. Further ongoing discussions are taking place regarding development.

- The changes to the crisis response pathway are being fine-tuned to ensure that there is a 4 hour response for people in mental health crisis in the community”

Mark Whitmore, Implementation Lead, East Leicestershire and Rutland Clinical Commissioning Group

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

Measures:

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

I can report that the overall number of Missing Person and absent reports recorded in the year 1st April 2015 to March 2016 has remained fairly stable at 3,516 (from 3,487 in 2014/15), but the number of Missing reports has risen by 643 to 3,067 with a corresponding drop in the number of Absent reports, down by 614 to 449.

Frequent Missing Person reports now stand at 246 people (accounting for 1,789 reports), whereas in 2014/15 172 people accounted for 1,455 reports.

The number of high risk cases has gone up by 269 to 540. This has arisen due to changes in the way Leicestershire Police risk assess reports and is positive as it means the risk to individuals is identified earlier in the process. This results in the right intervention taking place at an earlier stage, and thereby vulnerable individuals are safeguarded more effectively.

Leicestershire Police have been recognised by the Missing Persons Bureau (part of the National Crime Agency) and the NPCC (National Police Chiefs Council) as one of the leading forces in terms of its management of missing persons, and have been invited to speak at two national conferences during 2015/16 and are part of the peer review group for proposed changes to national policy or working practices in relation to missing and absent people.

A good case study of multi-agency work from the Leicestershire Police missing from home team is below:

Case Study – X

On 14th January 2016 X was placed in a secure unit attached to the children's home. This unit will be staffed by 2 x security and a social worker 24/7.

X in the last 3 months prior to being placed in secure has been missing 86 times, the impact on response has been significant and using research on the cost of investigating a medium

risk missing person we can say that it has cost Leicestershire Police and partners just short of a quarter of a million pounds (£215,000).

X has presented significant difficulties for the local authority and care home too and the missing team have regularly been working together with those partners to ensure the most appropriate course of action has been taken.

Owing to X's vulnerabilities it was decided at the beginning of September 2015 that they would be placed in secure accommodation for their own protection. Unfortunately the LA were unable to find any secure unit in the country that is willing to take them.

Social care recently obtained a Deprivation of Liberty Safeguards (DoLS) Order on X and the Courts also agreed that they lacked capacity to have any say on where they are accommodated.

As a result the missing team have been working with the Local Authority and the children's home to be as creative as possible and it was finally agreed mid-December that they convert the old school on the site of the Children's Home in to a secure unit.

The secure order will be regularly reviewed at court.

Theme: The financial challenge

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

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

Over the full term of the Police and Crime Plan from 2013 through to 2017, over £31 million in savings will have been realised, which is in excess of the £27.8 million which was required.

The scale of the challenge was unprecedented and the magnitude of effort required from Leicestershire Police to meet and exceed this challenge whilst maintaining and in some cases increasing frontline services should not be underestimated.

I would like to say thank you and well done to Leicestershire Police, and recognise their achievement over the last four years of meeting the financial challenge whilst increasing effectiveness and efficiency and investing more in frontline services, to keep our communities safe and provide exceptional value for money whilst doing so.

Section 3 Contributions from community safety partnerships (CSPs)

As detailed earlier in 2015/16 I funded the Community Safety Partnerships through the Partnership Locality Fund in 2015/16 with £450,000 to be spent in line with their CSP priorities and plans for the year. A report from the Chair of each group follows in this section of the annual report.

Blaby and Hinckley & Bosworth

The Blaby and Hinckley and Bosworth Community Safety Partnership is a group of agencies and partners who work together to tackle those issues of crime and disorder of most concern to our borough and district. To deliver our services in a more effective and efficient way, Blaby District and Hinckley & Bosworth Borough Community Safety Partnerships joined together in 2010 and have since then been effectively working together, sharing resources and delivering excellent outcomes for the communities we serve. The effectiveness of this partnership has been recognised this year with the formal approval for this working arrangement from the Police and Crime Commissioner.

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

The partnership has also worked hard to prevent and divert young people from offending. The partnership has worked to reduce the chances of young people getting involved in crime and disorder and reducing risky behaviour. We have given young people the knowledge to make informed choices by working in schools and the wider community on a range of issues including legal highs, drugs and alcohol, hate crime, anti-social behaviour, healthy relationships and cyber bullying. Over 5,000 children and young people across the two areas were reached thanks to this work.

The partnership has continued to provide support for victims. One vital support for local people is the domestic abuse outreach service, offering practical and emotional support to victims of domestic abuse. This service received over 350 requests for support across the two areas. The Partnership also delivered therapeutic work with 162 young people who had witnessed domestic abuse, improving the lives of young people and stemming the cycle of abuse. As well as working on a one to one basis with adults and children who have been

affected by domestic abuse we have delivered 7 group work sessions throughout the year aimed at ending the cycle of domestic abuse.

Anti-social behaviour has continued to be a priority for the partnership. We have continued to develop good practise in dealing with anti-social behaviour and have proactively challenged anti-social behaviour via use of the powers available to us.

The partnership has also started to take up the challenge of working on emerging themes that are affecting our communities such as cyber-crime and child sexual exploitation and these areas of work will be further developed during 2016-17.

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

Councillor Chris Boothby and Councillor Lee Breckon

Joint Chairs of Blaby and Hinckley & Bosworth Community Safety Partnership

Charnwood

The Charnwood Community Safety Partnership (CSP) brings together a number of agencies and organisations concerned with tackling and reducing crime and anti-social behaviour in Charnwood. Organisations, like the Borough Council and the Police, are statutory members, but Voluntary Groups and Businesses are also represented and play an important role.

Our key role is to understand the kind of community safety issues that Charnwood is experiencing; discuss which of these are the most important to deal with; and then decide what actions we can take collectively; adding value to the day-to-day work undertaken by our individual agencies and organisations.

Each year, the CSP undertakes a strategic assessment to review performance and reconsider its priorities and targets. It is a partnership document and takes full account of the priorities of all the statutory partners, including The Police and Crime Plan, current trends, volumes of crime and ASB and future projections. The priorities that are identified in this document inform the content of the CSP plan which is refreshed each year.

The three broad themes of the CSP are:

- Theme 1: Crime
- Theme 2: Anti-social Behaviour (ASB)
- Theme 3: Community Confidence

These are the success that the partnership has had over 2015/2016

- No waiting list for Domestic Abuse Services
- Delivery of 3 burglary campaigns in hotspot areas highlighted by Crime JAG and the Vehicle Crime and Burglary Sub Group.
- Approximately 1500 people were engaged with during community events held in priority areas
- “Be Bright Be Seen” Twitter Cycle Safety Campaign, which included Leicestershire Police and Loughborough University. The leaflet has been used by other Community Safety Partnerships in Leicestershire
- “Alcohol Awareness” Twitter Campaign promoting the previous successful campaign “Gauge Your Behaviour”
- Patch walks in all areas identified by the Vehicle Crime and Burglary group
- “Time to Talk” Twitter Campaign to raise awareness about Mental Health.
- Dark Night Christmas Campaign including a town centre event and twitter campaign
- A reduction in Violence against the person with Injury of 31.4%
- The Community Safety Team has held 3 Tool Marking events at B&Q and have marked all the tools for the Housing Repairs Team.
- 4 WRAP courses have been delivered aimed at preventing extremism
- 3 tool marking sessions have taken place aimed at targeting thefts from vans
- 3 Hate & ASB assemblies have been run at Charnwood schools
- The success Mental Health Awareness Week and publicity
- The launch of the Improving Lives and Supporting Communities Road Show
- The Launch of the Orange Bikes to continue the good reductions seen in Cycle Theft previously
- The work carried out with the Bikeability course run in schools to provide a D lock to every child the completes this course
- The Hate Incident training provided to new Councillors as part of their routine induction programme
- The launch and development of the ASB Hub

- Charnwood Community Safety Partnership has supported the successful Pride in Charnwood Awards for the last three years and will continue to
- The improved agenda and tasking process for the Crime JAG
- The development of the breath test scheme after its success pilot in the previous year
- The increased use of Retail Radio due the actions of the Cool (Crime out of Loughborough) group

Councillor Jonathan Morgan, Chair of Charnwood Community Safety Partnership

Harborough

During 2015/16 Harborough CSP has funded the “Chill-Out Bus” and its team of youth workers to go out into local villages where there have been issues of ASB to provide youth sessions during school half-terms and also sessions at local travellers site.

Sessions include advice on substance misuse, ASB and young people shared their concerns with staff.

During 2015/16 Harborough CSP funded and manned a weekly Market stall with PCSOs and Fire Service giving advice to public and on acquisitive crime and fire safety. In particular raising awareness of purse theft and bike theft providing security marking and purse bells and chains to prevent thefts.

Councillor Rosita Page, Chair of Harborough District Community Safety Partnership

Leicester City

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

“To ensure that all residents of Leicester and visitors to the City feel safe and that all communities benefit from an improved quality of life and well- being as a result of partnership action to reduce crime and substance misuse”.

During the period 2015/16, at a strategic level the SLP has seen many changes; particularly due to the impact of structural changes within partner agencies such as the former Leicestershire & Rutland Probation Trust.

The SLP has seen positive outcomes in its key areas of work and has worked with partners across Leicester, Leicestershire and Rutland to establish a domestic and sexual violence helpline, whilst in the City additional services have been established against this agenda working with perpetrators and offering a safe home service for those fleeing domestic violence.

A number of programmes, such as the installation of alley gates in areas of the city which are experiencing crime and anti-social behaviour have been successfully delivered. The Partnership has continued with the successful “Celebrate Safely” campaign and worked with the County and districts to extend the campaign within the LLR area.

Whilst issues around street drinking and begging continue a challenge for partners to work together to deal with this entrenched problem goes on. At an operational level partners continue to proactively work together and multi-agency working is seen as “business as usual”.

For the period 2016/17, strategic partners have discussed the areas that need to be tackled and have agreed the following as key priorities:

- To Reduce Overall Crime & Anti-Social Behaviour
- To stop people becoming terrorists or supporting terrorism.
- To Effectively Manage Issues of Safeguarding in Relation to Domestic Homicide Reviews (DHR)
- To Reduce Substance Misuse
- To Reduce the Incidences of Domestic & Sexual Abuse
- To Reduce Re-Offending – Adults & Young People
- To Effectively Manage Issues in Relation to Child Sexual Exploitation (CSE)

Councillor Kirk Master, Assistant City Mayor and Chair of the Safer Leicester Partnership

Melton

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

residents to live. We have worked hard over the last 12 months on reducing crime and supporting victims of crime through our 'Communities against Crime Project' funded by the Police & Crime Commissioner.

We have made significant improvements in reducing anti-social behaviour and crime over all. For 2016/17 the Safer Melton Partnership will be focusing once again on crime prevention in our rural communities but using existing agency resources to fund activities that are priorities of the PCC. In addition the partnership will be focusing on supporting victims of crime, prevention of child sexual exploitation, prevention of extremism and cyber-crime all of which are a focus for the Office of the Police and Crime Commissioner.

As Chairman of the Safer Melton Partnership, I am grateful to Sir Clive Loader who during his time as our PCC gave constructive help to our partnership. I am also well aware that statistics are irrelevant to those who are a victim of crime. Statistics are though important to us, to direct resources as we develop even further the great partnership working that allows us to focus on working with the community and voluntary sector to make Melton a safer place to live.

Councillor Malise Graham MBE, Chair of the Safer Melton Partnership

North West Leicestershire

"The Safer North West Partnership has worked hard in recent years to identify and tackle issues affecting residents, businesses and visitors to the District. Relationships between partners old and new have gone from strength to strength enabling us to work effectively together to drive down crime and anti-social behaviour.

During 2015/16 the Partnership addressed a number of local concerns which have contributed to the achievement of The Police and Crime Commissioner's strategic priorities.

The Partnership worked hard to prevent and divert young people from offending. An example of this is our commissioning of a targeted diversionary project called Horizons for young people at risk of offending. This has resulted in really positive outcomes for those involved. Nearly all of the young people who attended Horizons have not been involved in offending or anti-social behaviour since completing the course. We also worked closely with local 'Supporting Leicestershire Families' workers on delivering a number of initiatives to reduce crime and anti-social behaviour caused by families they are working with.

The Partnership also funded 15 productions of 'Chelsea's choice' in all our local secondary schools. This innovative production highlights the issues of child sexual exploitation (CSE) and online grooming. The productions aim to raise awareness of CSE, prevent it happening and where it has occurred encourage reporting. The performances were well received and we have received encouraging feedback from parents and teachers.

During 2015/16 we continued to support the bodycam initiative introduced in Ashby in 2014. These cameras worn by licensed premises door staff have contributed to a reduction in drug and alcohol related offending linked to the night time economy.

I am confident that by working together we can ensure North West Leicestershire remains a safe place to live, work and visit. "

Councillor Trevor Pendleton, Chair, Safer North West Leicestershire Partnership

Oadby & Wigston

The Oadby & Wigston Community Safety Partnership (CSP), as an ongoing and evolving partnership between agencies with a vested interest in the Borough, has continued to make improvements in how safe the residents of Oadby, Wigston and South Wigston, as well as those who commute to the Borough for work and education, feel in their community throughout 2015/16.

The work undertaken in pursuit of this goal has focussed on our three, three year long priorities of 'Reducing Offending and Re-Offending', 'Supporting Victims and Witnesses', and 'Making Communities and Our Neighbourhoods Safer'. The implementation of these priorities builds on the successful, proactive work undertaken by the CSP prior to their adoption in April 2014.

Within 2015/16, year two of focussing on our three priorities, the benefit of the CSP having access to a wide range of resources and skills, through our partner agencies, was demonstrated by our approach to tackling Anti-Social Behaviour (ASB) within the Borough. Areas identified as being 'ASB Hotspots', particularly around our town centres, received a package of diversionary activities, supported by the CSP, local businesses and residents, designed to alleviate the identified behaviour in a sustainable manner that prevents young

people offending or re-offending. The diversionary activities resulted in youth workers engaging with 96 young people, with 59 further contacts, who were then consulted on the further development of the area's existing youth provision.

Our partners in the Police implemented Operation Pinball in Quarter 3 (Q3) which statistically is a peak for Burglary dwellings on the South Leicester Neighbourhood Policing Area (NPA); it also incorporates the religious events of Diwali, Navrati and Christmas where traditionally households have more higher priced goods and jewellery either on display or packaged up under Christmas trees. In 2014/15 over the Q3 period there were 187 reported burglaries on the area now covered by the South Leicestershire NPA. In the time that Operation Pinball was running there were 166 reported burglaries a reduction of 21 burglaries on the year before.

Operation Pinball also ran in conjunction with Celebrate Safely which was a multi-agency project to promote safe celebration of the various religious events over Q3. The plan was originally written to end on the 11 November however this was extended to take in the Christmas period up until 31/12/15.

As Chair of the Oadby & Wigston Community Safety Partnership I continue to be proud of the tireless work around our strategic priorities undertaken by all partners; I have no doubt that the proactive and enthusiastic approach to work underpinning Sir Clive's plan will continue in support of plans put forward by Lord Bach. I am confident that through our ongoing efforts Oadby, Wigston and South Wigston will continue to be a safe, and supportive, community

Councillor Kevin Loydall, Chair, Oadby & Wigston Community Safety Partnership

Rutland

The Safer Rutland Partnership has continued to progress activities which support the priorities of the Police and Crime Commissioner, during the past year the partnership has clearly demonstrated its desire and abilities to protect and support those persons most vulnerable within our community.

Our work has included preventative work to ensure that our young people understand offending, criminal and antisocial behaviour related activities. We have also been very supportive in the exposure and delivery of the police crime commissioners "Cease"

campaign to tackle child sexual exploitation, plus has also increased the awareness raising of potential of radicalisation concerns. To spread knowledge within our communities, frontline workers and partner agencies there has been a number of promotional training events.

The issue of domestic abuse remains one of our absolute core priorities, we are glad to announce the successful collaboration of services with both Leicestershire and Leicester City and support from the office of the Police and Crime Commissionaire in the procurement of a new service for victims of domestic abuse and sexual violence.

The Safer Rutland Partnership strongly encourages victims of whatever crime to come forward and receive support with Victims First, but certainly domestic abuse related offences. These incidents need reporting and victims should take up the services that are accessible within the county. This past year there has been an increase in the reporting offences and victims are also feeding back positive outcomes, this remains very high and clearly shows the high-quality services being provided.

There are a number of priorities which the PCC has set out within the crime plan which the Safer Rutland Partnership is working towards. These include the reduction in burglary related offences and incidents where there has been an aspect of violence.

There is proactive work taking place on both of these priorities with the aim of reducing offences and maximising all our opportunities to provide intelligence to enhance active policing, sharing information with our neighbouring forces to ensure we can target the offenders.

The Safer Rutland Partnership is clearly demonstrating its desire is to ensure the Rutland remains one of the safest places to live, work and enjoy and we are absolutely determined to ensure this remains so.

Councillor Tony Mathias, Chair of Safer Rutland Partnership

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

Report of	POLICE AND CRIME COMMISSIONER
Date	THURSDAY 30 JUNE 2016 – 1.00 P.M
Subject	POLICE AND CRIME COMMISSIONER PRIORITIES
Author	LORD BACH, POLICE AND CRIME COMMISSIONER

Purpose of Report

1. To inform and update the Police and Crime Panel on my priorities covering this term of office, subject to public consultation and the production of my first Police and Crime Plan.

Recommendations

2. To note the contents of the report.

My priorities

3. As Police and Crime Commissioner for Leicester, Leicestershire and Rutland I am required to produce a Police and Crime Plan which covers my term of office. Attached to this brief report at Annex A is an indicative timetable for the production of my Plan for the coming four years.
4. My first priority is to reduce crime and the fear of crime. I am also committed to improving community safety.
5. To achieve this ambition I will focus on increasing police visibility of frontline officers and staff.
6. I aim to make sure that police are based in local communities, by strengthening neighbourhood policing and also reviewing how rural or remote communities are protected. Wherever in Leicester, Leicestershire and Rutland people live, work or visit I will respond to the safety issues highlighted to me through consultation and engagement.
7. I also want to encourage more people to report the sometimes “hidden crimes”: domestic violence, hate crime, cyber-crime and antisocial behaviour; crimes which are often under-reported, and which along with other intensely damaging hidden crimes of Child Sexual Exploitation (CSE), Female Genital Mutilation (FGM), Forced Marriage (FM) and Honour Based Violence (HBV), cause great misery to those affected.

8. I will be working hard to improve the support available to victims of the above crimes and all other crimes and antisocial behaviour.

My pledges

9. I will also focus on the pledges made in my manifesto, which include retaining the independence of the Fire Service from the Police, whilst reviewing how blue light services across the area can increase and enhance collaborative opportunities.
10. I also pledged to raise the awareness of the role of Police and Crime Commissioner and the work of my office to enhance interaction within our communities. I want to reflect the views and demands at the heart of our communities across Leicester, Leicestershire and Rutland, and to do this I will engage our communities to determine what is important to them. We will then work together to achieve those changes. My Chief Executive has now produced a first draft of my Public Engagement Strategy and once I have taken the opportunity to review this, together with other emerging strategies e.g. Communication Strategy, Commissioning Strategy, I will of course share these documents with members of the Panel.
11. I strongly believe in working closely with local authorities and see this as a crucial part of my job. I commenced work on this from day 1 of taking up office and will continue with this commitment in the future.

Implications

Financial: None

Legal: There is a legal requirement to have a Police and Crime Plan in place.

Equality Impact Assessment: The Police and Crime Plan when written is equality impact assessed.

Risks and Impact: A full risk assessment will be undertaken as part of the development of the Police and Crime Plan

Link to Police and Crime Plan: As specified above.

List of Appendices

Appendix A – Police and Crime Plan Indicative Timetable

Background Papers

None applicable to this report.

Persons to Contact

Lord Willy Bach, Police and Crime Commissioner

Police and Crime Plan 2017 – 2020 (Indicative Timetable for Production)	
Actions required	Timescales
<ul style="list-style-type: none"> Consider PCC priorities - OPCC 	By mid July 2016
<ul style="list-style-type: none"> Agreement of subject areas and format by PCC 	By end of July 2016
<ul style="list-style-type: none"> Determination of Consultation Plan (i.e. members of public & stakeholders/partners) 	
Converting 'subject areas' into more detailed objectives and outcomes	
<ul style="list-style-type: none"> Presentation of subject areas to Chief Constable and partners (high level) 	By mid-August 2016
<ul style="list-style-type: none"> Suggestions by partners of Objectives within non-police delivered subject areas 	By end of August 2016
<ul style="list-style-type: none"> Provisional agreement of Objectives by PCC 	By early September 2016
<ul style="list-style-type: none"> Present proposals to key stakeholders 	By mid-September 2016
<ul style="list-style-type: none"> Commence public/elected stakeholders consultation on priorities 	Mid-September 2016
<ul style="list-style-type: none"> Prepare Equality Impact Assessment & Community Impact Assessment 	By end of September 2016
<ul style="list-style-type: none"> End of consultation period 	Early October 2016
<ul style="list-style-type: none"> Analysis of consultation received 	By mid-October 2016
<ul style="list-style-type: none"> Present consultation to PCC 	By 4 th November 2016
<ul style="list-style-type: none"> Agreement to changes by PCC 	By 9 th November 2016
Preparing Draft Plan	
<ul style="list-style-type: none"> Agree delivery details to be included in Plan with partners 	By end of October 2016
<ul style="list-style-type: none"> Amend to reflect agreed changes arising from consultation 	By 11 th November 2016
<ul style="list-style-type: none"> Formally present draft to Chief and CEO 	By 18 th November 2016
<ul style="list-style-type: none"> Present and agree draft with PCC 	By 25 th November 2016
<ul style="list-style-type: none"> Send draft to Police and Crime Panel 	
Legal Process, production and publication	
<ul style="list-style-type: none"> Police and Crime Panel meeting 	5 th December 2016
<ul style="list-style-type: none"> Present draft Plan to Police and Crime Panel 	5 th December 2016
<ul style="list-style-type: none"> Receipt of comments by Police and Crime Panel 	By 9 th December 2016

Police and Crime Plan 2017 – 2020 (Indicative Timetable for Production)	
Actions required	Timescales
• Consideration by PCC of comments made by Police and Crime Panel.	By end of December 2016
• Precept processes incorporating appropriate consultation (unless included in earlier public consultation)	By end December 2016
• Budget planning and agreement with Chief Constable	By mid-January 2017
• Calculation of proposed precept	By mid-January 2017
• Police and Crime Panel meeting (to receive Precept proposal)	Late January/early February 2017 (date tbc)
• Preparation of response to comments made by Police and Crime Panel.	By week prior to Panel meeting
• Preparation of final Plan	
• Police and Crime Panel meeting	March 2017 (date tbc)
• Re-present final Plan to Police and Crime Panel	March 2017
• Publish Police and Crime Plan	By end of March 2017

**POLICE & CRIME
COMMISSIONER FOR
LEICESTERSHIRE**

POLICE AND CRIME PANEL

Report of	CHIEF CONSTABLE /POLICE AND CRIME COMMISSIONER
Date	THURSDAY 30 JUNE 2016 – 1PM
Subject	FORCE CHANGE PROGRAMME
Author	MR ANDY ELLIOTT/CHIEF FINANCE OFFICER

Purpose of Report

1. To inform and update the Police and Crime Panel on the current status and activities of the Force Change Programme – Blueprint 2020 (BP2020) and the Proposed Strategic Alliance (SA).
2. To advise the Police and Crime Panel how the Police and Crime Commissioner (PCC) and his office, hold the Force to account for the Force Change Programme and work on the Proposed Strategic Alliance.

Recommendations

3. To note the contents of the report.

Supporting Information

4. The purpose of this paper is to explain the current context of change within Leicestershire Police so that all members of the panel are reminded or informed of the change journey taken to date and also the intended plans and options for the future to 2020 and beyond.
5. Since the initial comprehensive spending review was announced in 2010 Leicestershire Police have achieved savings and efficiencies of more than £36 million. The savings were achieved via both staffing reductions (generally based on natural attrition) and non-staff efficiencies (such as estates savings). It is said that, Project Edison, which remodelled work flows and team structures in a number of departments, achieved savings of £10.2 million whilst maintaining front line policing numbers.
6. Project Edison went live across the Force area in February 2015. Following the launch of Project Edison work began with KPMG to design a target operating model for Leicestershire Police which incorporated the new Edison model and also re-designed all other areas of the Force to achieve the anticipated savings then required to balance the budget by the end of 2020. The initial proposal presented by KPMG was perceived as being overly dependent on partners and on conceptual technology and was not approved. The internal Force change team were asked to look at the

KPMG model and, based on many of its ideas, to develop an alternative target operating model.

7. The new target operating model was designed by the Force change team and approved by the Chief Officer team, with the Police and Crime Commissioner advised and updated in July 2015. The new programme was called Blueprint 2020 and consisted of five key work streams made up of multiple projects designed to deliver savings and re-design operational procedures to allow the Force to operate within the boundaries of reduced budgets year on year to 2020. At the same time as Blueprint 2020 was approved the three PCC's from Leicestershire, Northamptonshire and Nottinghamshire and the three Chief Constables agreed to explore opportunities to collaborate within the context of a Proposed Strategic Alliance between the three Forces. The Proposed Strategic Alliance would in principle look at collaboration across the three Forces below the rank of Chief Constable. A team was pulled together to explore options for the alliance and to build a business case for a Proposed Strategic Alliance.
8. The Blueprint 2020 programme was launched to the public and partners in October 2015 and the following month the Chancellor announced an end to cuts in policing budgets nationally. However, this was predicated on a 1.99% precept increase year on year and the impact of this announcement is that despite the no cuts message there is a reduction to Leicestershire Police budgets caused by changes to funding allocations nationally. According to the current Medium Term Financial Strategy (MTFS) the Force will have a budget gap of £4.6 million by 2020. By increasing the Police Grant reductions year on year to 1.3% (based on latest Police and Crime Commissioner Treasurer Society (PACTS) rather than the 1% reductions currently assumed), this would increase the shortfall to £5.7m over the period.
9. Due to the work already completed by the Force change team the budget for 2016/17 is already balanced and the gap for 2017/18 at existing assumptions and levels of delivery, is £1.1 million. This gives the Force and the PCC a suitable opportunity to explore the business case for the Proposed Strategic Alliance and make informed decisions on what to do. Should a decision be made to not proceed with the Strategic Alliance then the Blueprint 2020 programme could be revisited to identify the required savings to meet the budget gap by 2020.
10. The Proposed Strategic Alliance business case has been discussed at a number of key stages since December 2015, will be discussed further at a Board meeting on the 23 June 2016 and members will be updated verbally at the Panel meeting on the results of those discussions. The team building the business case have been investigating three main areas of change in more detail. The three detailed areas are Contact Management, optimising the shared crime recording system NICHE (which will be live across all five east midlands Forces by June/July) and the Enabling Services which are the supporting back office services of HR, IT and Finance.
11. The Blueprint 2020 programme has also continued to progress and deliver change projects which are designed to increase efficiencies and contribute to future savings targets. Some of the key projects being progressed as part of Blueprint 2020 are agile working and enabling remote access to systems and data, re-engineering business processes and procedures via a programme of business improvement reviews and projects looking at partnership data sharing and reducing demand.

12. The Force is in a positive position regarding finances and change. The work carried out over the past few years has been effective at delivering savings and engineering a more efficient Force. The two opportunities of the Proposed Strategic Alliance and the Blueprint 2020 programme may give the PCC and the Force some options for change and savings to meet future pressures.

PCC Assurance and Scrutiny

13. As highlighted to the Panel previously, the Force share information with the PCC and/or his officers to discuss Force savings and proposals where appropriate and/or where they may impact on the services delivered to local residents (either real or perceived). The Head of Policy and Strategy in the OPCC attends the Force Change Board and the Head of Change meets regularly with the Chief Finance Officer to provide updates, for example, potential early work which could take place locally, regionally and nationally to look at suitable rank and supervision ratios across the Police.
14. Where key areas are highlighted, or those which may have a real or perceived impact on the services delivered, public or residents of Leicester, Leicestershire and Rutland, or where the PCC and/or his officers feel further information is required, the PCC requests a report and discussion at the Strategic Assurance Board, which is one of the mechanisms for the PCC to hold the Chief Constable to account.
15. Scrutiny of the Proposed Strategic Alliance takes place in a number of ways, a Strategic Board constituted of the PCCs and Chief Constables gives overall strategic direction and decision making for the project and the Design Authority is constituted of Deputy Chief Constables, the Chief Executives and the SA Programme Team.
16. Additionally, there are regular meetings of the three Chief Finance Officers with the Programme Team and OPCC finance scrutiny lead (a Northamptonshire OPCC member of staff undertaking a more detailed review of financial assumptions).
17. More recently, there have been a number of briefings and update meetings with PCCs to discuss work on the Proposed Strategic Alliance, particularly with regard to reviewing the Proposed Strategic Alliance in the context of potential local priorities for the newly elected PCC's and the development of the Business Case.
18. Furthermore, the PCC elections in May 2016 have resulted in four out of five new PCC's appointed within the East Midlands Region, all of whom are considering their priorities for inclusion in their Police and Crime Plans. It is right the Panel should be aware that these priorities may result in fresh considerations as far as collaborative working is concerned.

Implications

Financial: The BP2020 Programme is aligned to the Force MTFP and 2016/17 Precept.

Legal: None applicable for this report.

Equality Impact Assessment: Not applicable for this report. Should an EIA be required it will be completed in liaison with the Equality Team.

Risks and Impact: The BP2020 programme is risk managed using prince2 methodology and all risks are discussed at the change board each month.

Link to Police and Crime Plan: Whilst the BP2020 Programme reflects the overall direction of the current Police and Crime Plan, this will need to be reviewed as part of future Police and Crime Plans.

List of Appendices

None applicable to this report.

Background Papers

None applicable to this report.

Persons to Contact

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