



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

*Date/Time:* **Monday, 5 December 2016 at 1.00 pm**

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

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

*Email:* **sam.weston@leics.gov.uk**

### **Membership**

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

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

**Please note: this meeting will be filmed for live or subsequent broadcast via the Council's web site at <http://www.leics.gov.uk/webcast>  
– Notices will be on display at the meeting explaining the arrangements.**

### **AGENDA**

<u>Item</u>	<u>Report by</u>
1. Minutes of the meeting held on 23 September 2016.	(Pages 3 - 8)
2. Public Question Time.	
3. To advise of any other items which the Chairman has decided to take as urgent elsewhere on the agenda.	
4. Declarations of interest in respect of items on the agenda.	

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



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5. OPCC Structure and Budget. (Pages 9 - 16)
6. Medium Term Financial Strategy and proposed Precept update. (Pages 17 - 22)
7. Draft Police and Crime Plan. (Pages 23 - 46)
8. Any other items which the Chairman has decided to take as urgent.
9. Date of next meeting.

The next meeting of the Panel is scheduled to take place on 3 February 2017 at 1:00pm.

Minutes of a meeting of the Leicester, Leicestershire and Rutland Police and Crime Panel held at County Hall, Glenfield on Friday, 23 September 2016.

PRESENT

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

Cllr. John Boyce  
Cllr. Lee Breckon, JP  
Cllr. Ratilal Govind  
Cllr. Malise Graham  
Cllr. Tony Mathias  
Cllr. Ozzy O'Shea

Cllr. Rosita Page  
Cllr. Trevor Pendleton  
Cllr. Lynn Senior  
Cllr. David Slater  
Cllr. Manjula Sood, MBE

Apologies

Mrs. Helen Carter, Col. Robert Martin OBE, DL and Cllr. Kirk Master

27. Minutes.

The minutes of the meeting held on 26 July 2016 were taken as read, confirmed and signed.

28. Public Question Time.

There were no questions submitted.

29. Urgent items.

There were no urgent items for consideration.

30. 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 and a member of the Bishop's Faith Forum.

31. Structure and Arrangements for Tri-Force Collaboration.

The panel received an oral update from the Police and Crime Commissioner regarding progress with the Tri-Force Collaboration which involved Police forces from Leicestershire, Northamptonshire and Nottinghamshire. The update included the following points:

- Workshops had taken place on 23 June 2016 with regional Police partners at which collaboration on the following areas had been discussed:
  - Contact Management;
  - Enabling Services i.e. Human Resources, Finance, Procurement;

- Professional Standards
  - Technology workstreams i.e. NICHE
- Whilst Lincolnshire and Derbyshire Police Forces did not wish to be part of the collaboration at the present time, they would not be prohibited from joining the Tri-Force Collaboration in the future should they wish to do so.

Arising from a discussion, the following points were noted:

- The Tri-Force collaboration would not mean that local priorities would be lost. Neighbourhood policing would continue to be part of the strategy.
- The review of the 101 telephone service would include ensuring that those people who did not speak English as their first language would be able to communicate with the person that answered the call.
- The Police and Crime Commissioner would place less emphasis on data and targets than his predecessor and focus instead on wider areas of priority and the overall results.
- The panel welcomed the opportunity for regular updates on the collaboration work including the enhancement work currently underway with regard to the NICHE system.

RESOLVED:

That the update be noted.

### 32. Police and Crime Commissioner - First 100 Days in Office.

The Panel considered a report of the Police and Crime Commissioner concerning his first 100 days in Office. A copy of the report, marked 'Agenda Item 6', is filed with these minutes.

Arising from discussions, the following points were noted:

- The Police and Crime Commissioner intended to strengthen partnership working and make the OPCC more externally facing. The structure of the Strategic Partnership Board (SPB) was under review. It was noted that the effectiveness of the SPB Executive had improved since it was first set up. The relationship between the OPCC and Community Safety Partnerships was also being assessed with a view to making improvements.
- Some work had been carried out in relation to tackling rural crime however more could be done. As a result of a meeting between the Police and Crime Commissioner and the National Farmers' Union it was intended to hold a further meeting between senior police officers to discuss policing of rural areas. A seminar had also been organised to discuss the theft of lead from church roofs.
- The first cohort of 20 new police officers had been recruited and a further cohort would be recruited in December 2016. There were also 2 cohorts of PCSOs. The first cohort had recently completed 2 weeks of training.
- In response to a question the Police and Crime Commissioner stated that he needed to give consideration to whether in future Police Officers would be able to wear specific clothing of a religious/cultural nature such as the Burka whilst on duty and whilst he did not object in principal he would need to ascertain whether there would be any practical difficulties.

- The Police and Crime Commissioner reminded the Panel that his survey on local policing priorities was open and asked Panel members to encourage as many people as possible to complete the survey and in particular suggest one item that they wished to see in the Police and Crime Plan.

RESOLVED:

That the Panel notes the report and takes assurance from the work undertaken by the Police and Crime Commissioner during his first 100 days.

33. Hate Crime Report.

The Panel considered a report of the Police and Crime Commissioner which provided an update on Leicestershire Police's work to tackle hate incidents and hate crimes. A copy of the report, marked 'Agenda Item 7' and a further document setting out the most recent statistics for hate crime, is filed with these minutes.

Arising from discussions the following points were noted:

- The report provided a definition for what constituted a hate incident and it was emphasised that the crucial factor was the perception of the victim or any other person that the incident was motivated by hostility or prejudice. Further clarification was given to the Panel that if a third party perceived an incident to be hate related then it would be categorised as such regardless of the views of the people directly involved and would therefore be included in the figures presented in the report. However, there had not been many such incidents reported in Leicestershire where third parties had such a perception.
- The previous Police and Crime Commissioner had left funding for his successor to allocate for tackling hate crime and hate incidents. Discussions on how this money would be spent were well advanced and the Police and Crime Commissioner indicated that some of the funding would be used to educate the perpetrators of hate crime. However, a full announcement on the details would not be made for several more weeks. The Panel welcomed the extra investment.
- Consideration was being given to adding extra categories of hate incidents for Leicestershire such as misogyny. Discussions were being undertaken with the Nottinghamshire Police and Crime Commissioner regarding this issue as Nottinghamshire had already included misogyny as a hate category for their Force area.
- Panel members were concerned about the amount of racially motivated incidents in Leicestershire and asked for race related crimes to be on the agenda of a future meeting of the Panel.
- The Hate Crime Scrutiny Panel was community based and included 3 members of the Police Service, plus 3 local Councillors and other community representatives, and representatives from the Crown Prosecution Service.

RESOLVED

- (a) That the contents of the report be noted;
- (b) That a report on racially motivated crimes be considered at a future meeting of the Panel.

34. National Armed Policing Uplift Programme.

The Panel considered a report of the Police and Crime Commissioner which provided an update on progress regarding the increase of the armed policing capability within the East Midlands Operations Support Service - as part of the National Armed Policing Uplift Programme. A copy of the report, marked 'Agenda Item 8', is filed with these minutes.

Clarification was given regarding recent media reports on the issue. Whilst it was correct that the amount of armed Police officers in Leicestershire Police was reducing, as a result of the collaboration between four East Midlands Forces the amount of armed officers available to deal with incidents in Leicestershire had actually increased. The collaboration had received positive comments from Her Majesty's Inspectorate of Constabulary.

Originally it was intended that funding would only be provided for capital i.e. vehicles and equipment, however there had been a change in this position and revenue costs were also being provided. Therefore there would be less impact on local budgets. Leicestershire Police had redesigned its structure which had resulted in additional capacity. Reassurance was given that the level of armed police in Leicestershire was proportionate and appropriate.

Security and policing at East Midlands Airport was not publically funded. It was paid for privately by the Manchester Airport Group.

RESOLVED:

That the contents of the report be noted.

35. Venues for Panel Meetings.

The Panel considered a report of the Head of Democratic Services at Leicestershire County Council which set out some of the considerations around where the Panel wished to hold its meetings. A copy of the report, marked 'Agenda Item 9', is filed with these minutes.

RESOLVED:

That the Panel:

- (a) Holds 2 of its 6 standard meetings per year at City Hall on a trial basis, commencing with the March 2017 meeting of the Panel (ie. the first meeting of the Panel following the budget/precept meeting in January);
- (b) Reviews the position at the Panel's final meeting in 2017.

36. Date of next meeting.

RESOLVED:

That the next meeting of the Panel would be held on 5 December at 1.00pm.

37. Dates of Meetings in 2017.

RESOLVED:

That future meetings of the Panel would take place at 1.00pm on the following dates in 2017:-

3 February;  
29 March;  
22 May;  
26 July;  
28 September;  
5 December.

1.00 - 3.10 pm  
23 September 2016

CHAIRMAN

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# POLICE & CRIME COMMISSIONER FOR LEICESTERSHIRE POLICE & CRIME PANEL

Report of	<b>POLICE AND CRIME COMMISSIONER</b>
Date	<b>MONDAY 5 DECEMBER 2016</b>
Subject	<b>OPCC STRUCTURE AND BUDGET</b>
Author	<b>CHIEF FINANCE OFFICER</b>

## **Purpose of Report**

1. This report is intended to update the Police and Crime Panel on the structure and budget of Office of the Police and Crime Commissioner.

## **Recommendation**

2. That the Panel consider and note the report.

## **Background**

3. This report updates the Panel on the cost and structure of the OPCC office for 2016/17.
4. The Commissioner is reviewing the structure of his office to ensure it has sufficient capacity, skills and resilience to support both him and the Deputy Police and Crime Commissioner in their working arrangements, to support effective working arrangements with partners and to ensure successful delivery of the Police and Crime Plan.

## **Structural Changes**

5. A review is already underway in discussion with Human Resources to enable additional resources to be appointed and an interim structure implemented as soon as possible. This will enable greater resilience, capacity and skills to be in place for the OPCC whilst a permanent structure is designed and implemented which supports the delivery of the Police and Crime Plan.
6. One post in the current structure remains frozen and a number of vacancies have arisen during the year as follows:
  - Head of Policy and Strategy
  - Performance and Evaluation Co-ordinator
  - Partnerships Co-ordinator

7. The election of Lord Bach as PCC has already resulted in a significant increase in correspondence, invitations and meetings being managed or coordinated by the OPCC. The vacancies above have had an impact on the capacity and resilience of the OPCC in facilitating this increasing workload and supporting the PCC in his role. An interim structure will go some way towards supporting this demand.
8. Some changes to the structure have already taken place since the appointment of the Commissioner. These are reflected within the forecast outturn and it is anticipated that these will be reviewed and where appropriate, reflected in a new structure when it is developed.
  - The appointment of a Deputy PCC was confirmed in October 2016
  - Shared arrangements with the Force for Executive Support are now covered by an additional post of Business Support Officer in the OPCC. This role also covers support to the Deputy Police and Crime Commissioner and some of the Executive Support functions.
  - Policy Advisor Support to the PCC is estimated at £2000 per month and is assumed to be required for the remainder of the year. This support covers the development of an underpinning strategy for the plan based on current performance, stakeholder feedback and the stated policy priorities of the elected Police and Crime Commissioner. It also includes liaison with the OPCC's Communications Support and the Force Communications and Public Engagement Directorate as required.
  - Communications arrangements were reviewed by the Chief Executive to best accommodate the working requirements of the new PCC and this is now undertaken as a contracted out service (as opposed to a shared service with the Force), and includes administration of the OPCC website. This equates to £50,400 per annum.
  - The Resources Manager has recently secured a role as Chief Finance Officer for another PCC office in the Region and temporary recruitment for this post has been completed.
9. The current structure of the OPCC (with the changes outlined above) is attached. The permanent structure has increased from 14 to 16 posts (excludes frozen or shared/Police post). The two additional posts are the Business Support Officer and Deputy Police and Crime Commissioner as detailed above.
10. Further points to note are as follows:
  - The sum of £64,000 is currently utilised from the Ministry of Justice Grant for Victims and Witnesses towards administrative and staffing costs. This contributes towards the staffing costs of the Commissioning Manager, Commissioning Officer and Management costs. This contribution is quite low compared to some other PCC's and will be reviewed as part of the 2017/18 budget requirements.

- The contribution to the Force for shared Executive services is part year only for 2016/17 due to a member of staff from that Department being seconded to the OPCC.

### OPCC Budget

11. At the time of setting the budget in January 2016, the cost of a Deputy Police and Crime Commissioner and Policy Advisor support was not included. For 2016/17 these costs have been offset by savings from staff vacancies and will be built into the Base Budget for 2017/18.
12. Whilst the OPCC budget for 2013/14 was initially set at £1.077M in January 2013, this was reduced in the year and the table below shows the OPCC net outturn and budget over the last four years. The costs and income also reflect the new and additional responsibilities of Victims and Witnesses transferring to the PCC in April 2015, met in part by the Ministry of Justice Grant.

	2013/14	2014/15	2015/16	2016/17	
	Outturn	Outturn	Outturn	Budget	Forecast Outturn
	£000	£000	£000	£000	£000
Staffing, Agency and Comms/PR	876	792	876	822	865
Contribution towards force shared Executive Support and Comms	-	-	58	64	16
Misconduct Tribunal Costs, Audit Fees	79	101	77	82	85
Transport, Independent Custody Visitors ,training etc.	57	32	40	23	25
Policy Advisor , Ethics, JARAP and Office costs	76	85	75	71	120
<b>Cost before funding and reserve</b>	<b>1,088</b>	<b>1,010</b>	<b>1,126</b>	<b>1,062</b>	<b>1,111</b>
V&W Grant funding	-	-	(73)	(64)	(64)
Use of Transitional Reserve	(42)	-	(21)	-	(49)
<b>Net of funding and reserve</b>	<b>1,046</b>	<b>1,010</b>	<b>1,032</b>	<b>998</b>	<b>998</b>

### Transitional Reserve

13. In addition to the OPCC and Commissioning Budgets, a transition reserve with a balance of £144K was in place when the PCC was appointed. This reserve was originally created by the Police Authority to facilitate transition arrangements for the first PCC.
14. The balance on the Transition Reserve was set aside to facilitate the set up arrangements for Lord Bach to meet “one off” and unanticipated costs of things such as accommodation changes, Police and Crime Plan Consultation, new one-off initiatives, website updating, branding and structural changes. It is anticipated that the call on the reserve in 2016/17 will equate to £49K, reducing the balance on the reserve to £95K.

### **Value for Money (VFM) Profiles**

15. HMIC issues Value for Money Profiles as a tool to enable comparisons between forces and between most similar groups designed for use by force management and PCCs to prompt questions and enable discussions. It is issued each autumn to help inform budget decisions for future years.
16. The 2016 profiles have recently been released and the cost of the OPCC Office in Leicestershire has reduced further per head of population against both most similar groups and the national average.
17. The table below reflects that in 2016, the OPCC in Leicestershire cost 14p less than the most similar group (5p higher in 2015) and 20p less than the national average (12p lower in 2015). Compared to most similar groups.

	<b>2015</b>	<b>2016</b>
<b>Office of the OPCC</b>		
Per head of population (Leicestershire)	£0.91	£0.83
Per head of population (Most Similar Groups)	£0.86	£0.97
Per head of population (national average)	£1.03	£1.03
<b>Commissioning</b>		
Per head of population (Leicestershire)	£4.22	£4.45
Per head of population (Most Similar Groups)	£2.51	£3.00
Per head of population (national average)	£2.82	£2.53

*Source: HMIC Value for Money Indicators 2015 and 2016*

18. Whilst the PCC is keen to keep the costs of his office as low as possible, he recognises the significant workload and responsibilities placed upon him and the office will require an increase to the OPCC budget in future years.
19. In respect of Commissioning, (which includes investment with Local Authorities, Community Safety Partnerships in addition to other external providers) the PCC continues to invest higher in this area than his peers both in the most similar groups £1.45 higher than most similar groups (£1.71 higher in 2015) and £1.92 higher than the national average (£1.40 in 2015).

### **Additional Considerations**

20. In line with the transparency agenda and publication scheme requirements, the Panel can be assured that the cost and structure of the office is published on the OPCC website annually, following the issue of the policing precept.
21. As previously mentioned, a review of the current structure is being undertaken. The review is considering the knowledge and skills required within the office to support the PCC and Deputy PCC and support the delivery of the Police and Crime Plan. It is already clear that in addition to other workstreams, the Executive functions supporting office holders is under-resourced and Engagement and Partnerships workstreams will also require additional support from dedicated officers.

22. The review of the office structure is being led by the Deputy PCC supported by senior office holders. The Commissioner has made it clear that the review is to be prioritised and that a permanent new structure be in place as soon as is practicable.
23. It is proposed that an update on the review of the OPCC office structure will be provided to the Police and Crime Panel as the work is progressed.

### **Implications**

Financial :	The OPCC budget for 2016/17 is being managed within budget and transition reserve levels. However, the appointment of Deputy Police and Crime Commissioner, Policy Support, and the outcome of the structure review is likely to increase costs of the OPCC office.
Legal :	None.
Equality Impact Assessment :	Discussed within report.
Risks and Impact :	This report covers a programme of work which carries a large risk for the organisation and the delivery of the Police and Crime Plan. This is recognised within the Change Programme and reflected through the governance arrangements.
Link to Police and Crime Plan :	Discussed within report.

### **List of Appendices**

Structure of the OPCC as at November 2016

### **Background Papers**

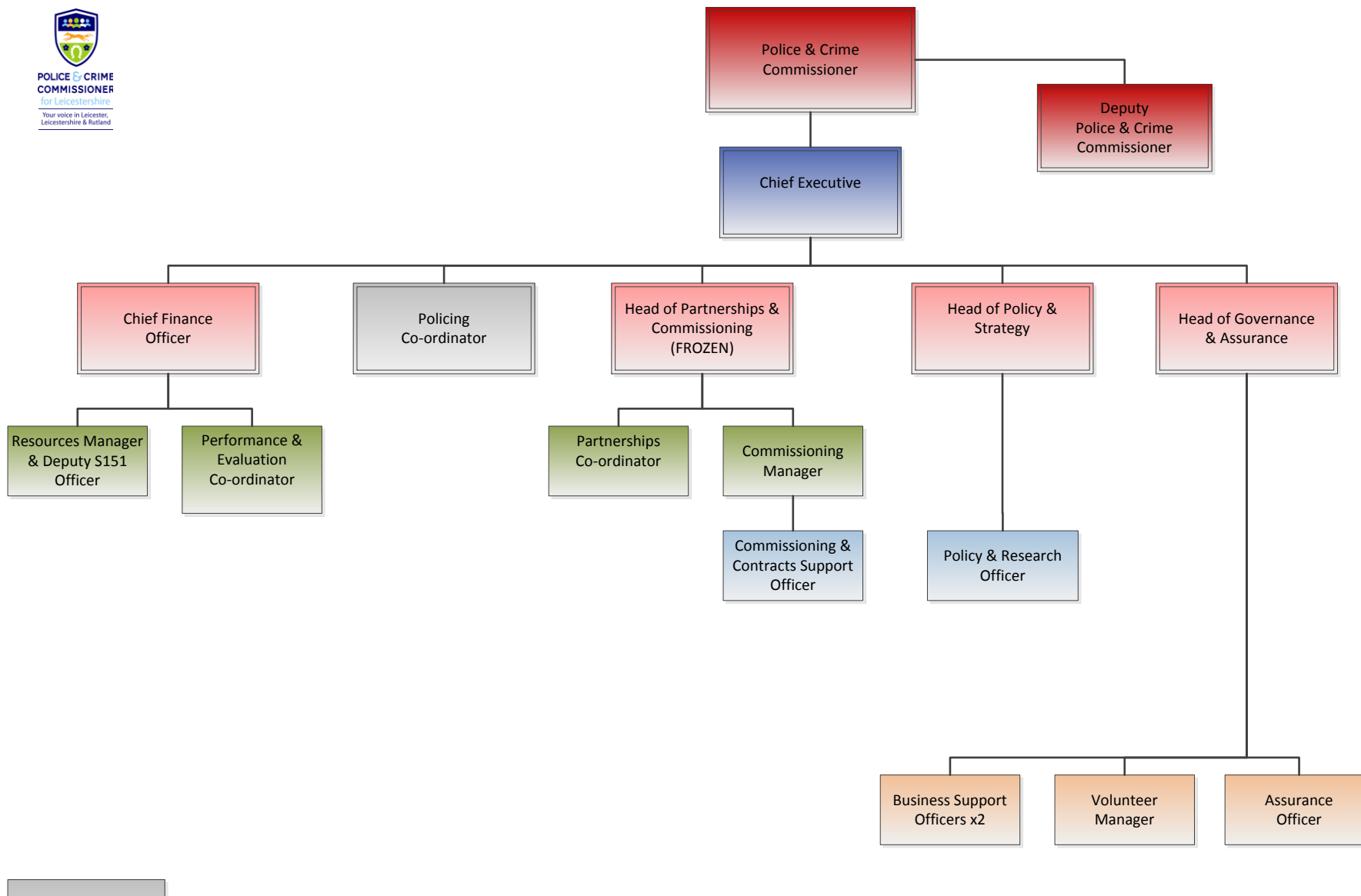
Police and Crime Panel Report – 2016/17 Precept and Medium Term Financial Strategy

### **Person to Contact**

Helen King, Chief Finance Officer

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Advisor

Communications

Mental Health Partnership Development Manager (PO37)



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denotes Force, Advisor and Communications

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# POLICE AND CRIME COMMISSIONER FOR LEICESTERSHIRE POLICE & CRIME PANEL

Report of	<b>POLICE &amp; CRIME COMMISSIONER</b>
Date	<b>MONDAY 5 DECEMBER 2016</b>
Subject	<b>MEDIUM TERM FINANCIAL STRATEGY AND PROPOSED PRECEPT 2017/18 UPDATE</b>
Author	<b>CHIEF FINANCE OFFICER</b>

## **Purpose of the Report**

1. This report is to provide high level information for the Police and Crime Panel in respect of the Medium Term Financial Strategy (MTFS), an update on the Precept Considerations and timescales for the 2017/18 budget and precept process.
2. This report is being prepared prior to the 2016 Autumn Statement on 23<sup>rd</sup> November 2016 and the Police Funding Settlements currently anticipated either on the week of the 5<sup>th</sup> or 12<sup>th</sup> December 2016.

## **Recommendation**

3. The Police and Crime Panel are asked to consider and discuss the report.

## **Background**

4. At its meeting on the 2<sup>nd</sup> February 2016, the Panel considered the previous PCC's budget and proposed precept for 2016/17, and supported the proposed 1.99% precept increase on Band D Council Tax to £183.5770 for a Band D property.
5. The MTFS was included within the report based on a number of assumptions. These assumptions have been regularly reviewed throughout the year and the MTFS amended as appropriate. The assumptions and the MTFS have been the subject of regular discussions with the PCC and the Chief Constable throughout the year.
6. As the panel are aware from the September meeting, work continues on collaboration proposals, particularly in respect of tri-force activities. Work remains at an early stage and it is unlikely that costs and savings from these proposals will be available in time for inclusion in the 2017/18 budget and precept.

### **Medium Term Financial Strategy (MTFS)**

7. The MTFS was last updated in September 2016. The table below summarises the savings anticipated at key stages in the MTFS reviews:

<b>Savings Required</b>	<b>2017/18 £m</b>	<b>2018/19 £m</b>	<b>2019/20 £m</b>	<b>2020/21 £m</b>
The MTFS prior to the 2015 settlement	10.7	14.8	18.3	22.7
June 2016 Funding Gap at 1% Grant Reduction	1.1	2.8	3.0	4.6
September 2016 Forecast (pre-2017/18 budget preparation)	0.8	3.3	3.7	4.9

8. As discussed in February 2016, whilst the Police Finance Settlement for 2016/17 was better than previously anticipated, shortfalls were and are still expected for the period of the Spending Review.
9. The MTFS is being updated as the 2017/18 Budget preparation, Autumn Statement and provisional Police Funding Settlement become clearer. Early indications are that some budget pressures are higher than originally envisaged in the previous MTFS.
10. The impact of these pressures are being evaluated, but for information, some of these pressures include:
- potential employers superannuation increases above those previously anticipated
  - the impact of pensions auto-enrolment
  - first year transition costs of HAY job evaluation
  - Emergency Services Network
  - Apprenticeship Levy
  - Rates Revaluations
  - Impact of Capital Programme and Estates Strategy
11. The MTFS is currently being prepared on the assumption that the Precept will be increased by 1.99% each year of the PCC. Should this assumption change, this would affect the shortfall each year.

### **Autumn Statement 2016**

12. At the time of writing the report, the Autumn Statement had not been released and it is therefore not possible to indicate the impact on the Police Settlement for 2017/18 and future years at this stage. Should information be available following the Statement, the Panel will be updated at the meeting.
13. In line with previous years, we are unlikely to receive details on the impact for Leicestershire until after the provisional Police Funding Settlement in December 2016.
14. Whilst the 2015 Spending Review (SR2015) did advise that “police force budgets will be maintained at current cash levels”, this relates to the total amount for Police Spending, before reallocations (top slices) are applied, before the vote on Brexit and before other economic considerations. Therefore, grant reductions are anticipated and discussions between Police and Crime Commissioner Treasurers Society (PACCTS) members have quoted between 1% and 3% per annum.

### Precept Consultation

15. For the past three years, there has been consultation on the precept with local residents and stakeholders.
16. The PCC has recently undertaken extensive public consultation on his Police and Crime Plan proposals during the month of September which included consultation on the precept for 2017/18 and future years.
17. Out of the survey of 3,026 residents, 2,924 respondents expressed an opinion as to whether they supported an increase in the precept of 1.99% per year for 4 years. This survey was undertaken using two separate methodologies:
  - A web-based survey that was promoted throughout the Force area (circulated to internal personnel, to members of the public, and key stakeholders such as councillors, stakeholders (Councillors, MPs etc).
  - A telephone based survey based on a sample aimed to be representative of the population.
18. The methodology applied to the telephone based survey was consistent with that applied in 2015/16 and 2016/17 which is as follows:
  - It is often impractical to collect the opinions of every single person in a population. However, it is possible to assess opinion by gaining the views of a representative sample of the population and hence gaining an understanding of what overall opinion is likely to be.
  - This is done by use of statistical sampling whereby one can calculate (by comparing the size of the total population to the size of the sample), and obtain confidence that the opinions of the sample are reflective of the opinions of the whole population. The greater the proportion of people surveyed, the greater the confidence received that the collective view of those surveyed is reflective of the population as a whole.
  - This level of assurance is expressed in terms of the confidence that the true result is within a certain latitude of an actual numeric average of what the sample shows.
19. In respect of the precept, the survey outlined the challenges faced by Leicestershire Police in the past and highlighted challenges likely in the future. Included in the consultation was a specific question in relation to the Precept as follows:
 

***“Would you be prepared to pay an extra 7 pence each year as part of your Council Tax to minimise the savings that Leicestershire Police will need to make and which will also be used to enhance policing and deliver the priorities the Commissioner sets in his Police and Crime Plan.”***
20. Whilst representative in terms of Age and Gender, in respect of ethnicity, the persons of Asian ethnicity were underrepresented and persons of white ethnicity over represented.

21. In Council boundaries, due to lower levels of responses, confidence levels varied, but in all instances, the majority of respondents supported a 1.99% increase as follows:

Authority	% Support	C.I.+/-%
City Council	85.6	2.4
Charnwood	88.2	4.4
Melton	82.9	8.5
Rutland	86.7	7.3
NW Leicestershire	91.2	5.9
Blaby	86.3	5.3
Harborough	84.7	6.1
Hinckley & Bosworth	85.9	6.0
Oadby & Wigston	92.8	5.2
Leicestershire County Council	87.3	2.2

Note: C.I. confidence level

22. **The results of the survey reflect support to increase precept year on year over the period of the Police and Crime Plan by 83.3%.** This support compares favourably to the 70.7% level for 2016/17 and 56.1% for 2015/16.
23. Support to increase the precept is summarised as follows: Telephone 89%, Web based external 80%, web based internal 78.2%.
24. The PCC is appreciative of the time taken by respondents to complete the survey. Their views will be critical in informing his proposed precept decision for 2017/18.

### **Funding Formula Consultation**

25. In September 2016, Brandon Lewis MP the Minister of State for Policing and the Fire Service wrote to all Police and Crime Commissioners and Chief Constables outlining his intention to take forward a review of the Police Core Grant Distribution Formula. He acknowledged challenges previously and advised of his commitment to work openly and constructively to progress towards implementing a fairer, up to date, transparent formula.
26. Two groups have been set up to assist in this work as follows:
- A Senior Sector Group chaired by Paul Lincoln (Director General – Crime, Policing and Fire Group) to set direction, provide strategic oversight and consider policy issues on the formula.
  - A Technical Reference Group to advise on technical elements, including the most appropriate data sources, the suitability of indicators and weighting techniques.
27. In October 2016, the Minister updated Commissioners on the early work from these groups which outlined the Principles, Policy Objectives and proposed building blocks. **The building blocks state “a new formula, regardless of its structure, needs to take into account factors that represent relative expected risk and demands for policing services.”** The Minister also sought feedback from Commissioners on exceptional generic factors to be considered in the process.

28. The PCC responded to the Minister (together with feedback provided from the previous formula review and information submitted to the Home Affairs Select Committee in Autumn 2015) and extended an invitation to the Minister to meet and visit to Leicester, Leicestershire and Rutland, for which a reply is awaited.
29. Additionally, the PCC and Chief Constable are looking to extend an invitation to meet with local Members of Parliament in the near future.
30. Work of the review teams continues with East Midlands Representation for both groups.
31. The Minister has advised that he is committed to further public consultation on any proposals and it is anticipated that initial proposals will be available in February to enable discussion and hopefully consultation to take place.

### **2017/18 Budget Requirement & Budget Preparation Process**

32. The 2017/18 Budget preparation process is underway, being progressed by the Force Finance Team (FFT) who work closely with the OPCC Chief Finance Officer.
33. A robust timetable has been developed which incorporates key meetings and considerations. Key dates for the Panel to note are as follows:

September 2016	Public consultation on the Police and Crime Plan and Precept
23 November 2016	Autumn Statement 2016 announcement
W/c 5 or 12 December 2016	Anticipated Provisional Police Finance Settlement
10 January 2017	Strategic Assurance Board
January 2017	Finalisation of local Council Taxbase and Council Tax Surplus information
20 January 2017	Finalisation of the Budget requirement and proposed precept level (council tax proposal)
3 February 2017	Police and Crime Panel

### **Conclusion**

34. This report outlines the current assumptions and uncertainties surrounding the MTFs and the budget setting timetable for 2017/18. The detailed provisional Police funding settlement will not become known until the middle of December 2016 and this, together with the Public Consultation and the Police and Crime Plan priorities will inform the 2016/17 Budget and Precept considerations which will be considered in February 2017.

**Implications**

Financial:	To note the financial position, uncertainties and timescales.
Legal:	There are no legal implications identified.
Equality Impact Assessment:	There are no equality issues identified.
Risks and Impact:	No risks have been identified from this report.
Link to Police and Crime Plan:	The report provides an update on the strategic financial priority contained within the Police and Crime Plan.

**List of Appendices**

None

**Background Papers**

Police and Crime Panel Budget and Precept Report 2016/17

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# THE POLICE & CRIME COMMISSIONER FOR LEICESTERSHIRE

## POLICE AND CRIME PANEL

Report of	<b>POLICE AND CRIME COMMISSIONER</b>
Date	<b>MONDAY 5 DECEMBER 2016 – 1:00 p.m.</b>
Subject	<b>DRAFT POLICE AND CRIME PLAN 2017-21</b>
Author	<b>ANGELA PERRY, HEAD OF GOVERNANCE AND ASSURANCE</b>

### **Purpose of Report**

1. The purpose of this report is to present the draft Police and Crime Plan 2017-2021 for Leicestershire in accordance with Sections 5 & 6 of the Police Reform and Social Responsibility Act 2011 (PRSRA).

### **Recommendation**

2. The Panel considers the draft Police and Crime Plan 2017-21 and provides their views as part of the consultation on the Plan. Formal recommendations from the Panel will be sought at the February meeting when the final Plan is presented.

### **Background**

3. Under the Police Reform and Social Responsibility Act 2011 (PRSRA) the responsibility for determining the contents of a strategic plan lies with the elected Police and Crime Commissioner (PCC). As an elected individual the PCC is empowered, on behalf of the public, with setting the strategic objectives and these must cover the whole of the period of their office through to the end of the financial year in which the next election takes place, hence the plan covers the period 1 April 2017 to 31 March 2021.
4. Section 7 of the PRSRA sets out the requirements of the Police and Crime Plan which must cover the following matters:-
  - (a) The elected local policing body's police and crime objectives
  - (b) The policing of the police area which the chief officer of police is to provide.
  - (c) The financial and other resources which the elected local policing body is to provide to the chief officer of police for the chief officer to exercise the functions of chief officer.
  - (d) The means by which the chief officer of police will report to the elected local policing body on the chief officer's provision of policing.
  - (e) The means by which the chief officer of police's performance in providing policing will be measured.
  - (f) The crime and disorder reduction grants which the elected local policing body is to make, and the conditions (if any) to which such grants are to be made.

5. Before issuing or varying a police and crime plan, the Commissioner must:-
  - (a) Prepare a draft of the plan or variation;
  - (b) Consult the relevant chief constable in preparing the draft plan or variation.
  - (c) Send the draft plan or variation to the police and crime panel.
  - (d) Have regard to any report or recommendation made by the panel in relation to the draft plan or variation.
  - (e) Give the panel a response to any such report or recommendations, and
  - (f) Publish any such response.
6. The new Police and Crime Plan must be issued within the financial year in which the 'ordinary election' is held in this case by the end of March 2017. The Commissioner has a duty to keep the Plan under review.
7. The draft Plan before members today provides the 'core' information on the Commissioner's aims. The final plan will include some additional sections i.e. sections on the Commissioner's Foreword, governance including holding the Chief Constable to account and information about Leicestershire Police. The final plan will be presented to the Panel at the February meeting where formal recommendations from the Panel will be taken into consideration, and responded to, by the Commissioner.

### **Consultation**

8. In late August the Commissioner launched a consultation with stakeholders, partners and the public to ensure that his plan is reflective of the views of local people. A deadline of 30 September for feedback was given though it should be noted that the Commissioner will continue to keep the plan under review.
9. A full report on the consultation exercise can be found at APPENDIX 'A'. Two methodologies were utilised: a web-based survey that was promoted throughout the Force area and telephone survey based on stratified sample aimed to the representative of the local population.
10. The telephone survey was outsourced to a Market Research Agency, they were commissioned to do 1,000 surveys and 1,105 were actually completed. Over 6,000 invitations to complete the web-based survey were circulated to three target audiences:-
  - internal personnel (police officers and staff)
  - Members of the public directly
  - Stakeholders (Councillors, MP's etc).
11. The web-based survey generated a total of 1,769 external responses and another 152 were received from police officers and staff giving a total number of 3026 responses. This figure represents the highest number of public responses for a consultation of this type especially reassuring given that a total response of 600 would have been statistically valid.
12. As the Commissioner highlights in the Plan his views have been shaped by his own and public views pre and post election and since verified by the outcomes from the qualitative consultation.



**The Draft Plan 2017-21**

13. The Commissioner has, in line with the duties outlined above, prepared a draft Police and Crime Plan which covers 2017-2021 (APPENDIX 'B'). The Commissioner has engaged with the Chief Constable during preparation of the plan and has sought feedback on its contents.
14. In order to meet the publication deadlines for the Police and Crime Panel while taking feedback from the consultation into account, the draft Plan attached at Appendix 'A' is, of necessity, not as detailed as the final version will be. The document attached focuses on the Commissioner's priorities to be included in the Plan. The final version of the Plan will include all required sections and members' comments from the Panel meeting will be taken into consideration in the final version. The full Plan will be provided to members at their meeting in February 2017 when the Panel will provide its formal recommendations to which the Commissioner will respond and publish on his website.
15. It should be noted that the information within the value for money section of the Plan is based on information known at the time of writing. This of course is ahead of the Chancellor's Autumn Statement. The impact of the Statement will be taken into consideration and included in the final Plan.

**Publication of the Plan**

16. The Commissioner intends to publish the final Police and Crime Plan as a document on the PCC website and share it widely with partners, stakeholder and key agencies. The PCC does not intend to produce large numbers of hard copies of the Plan however a hard copy will be provided to members of the public on request.
17. A summary version of the final Plan will be printed in hard copy and available electronically for wider dissemination.

**Implications**

Financial:	Included in the appendix to the report.
Legal:	There is a legal requirement for the Police and Crime Commissioner to produce a Police and Crime Plan for the policing area.
Equality Impact Assessment:	An equality impact assessment will be undertaken on the final version of the Plan.
Risks and Impact:	None.
Link to Police and Crime Plan:	As contained within the report.

**List of Appendices**

APPENDIX 'A' – Results of the consultation exercise.  
 APPENDIX 'B' – Draft Police and Crime Plan

**Persons to Contact**

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**POLICE AND CRIME PLAN PUBLIC CONSULTATION****Final Report****Overview**

Public consultation in regards to what should be included in the PCC's Police and Crime Plan for his full period in office was carried out during the month of September.

This was done using 2 methodologies; firstly, a web-based survey that was promoted throughout the Force area and secondly, some telephone based surveying based on a stratified sample aimed to be representative of the population.

**Response**

The telephone survey was out-sourced to a Market Research Agency, they were commissioned to do 1,100 surveys and 1,105 were actually completed.

The web-based survey was circulated in 3 ways:

- To internal personnel (Police Officers and Police Staff)
- To members of the public directly
- To stakeholders (Councillors, MPs etc.)

In total over 6,000 "direct invites" were sent out, these included to most City / County / Borough & District Councillors (excluding those where the Councils themselves have indicated that they do not want Councillors contacted directly). As well as other local politicians and key stakeholders.

All internal personnel (over 3,000) were invited to contribute via the posting of "news items" on the Police intranet.

Many of these "direct invitees" have then circulated the request further, for example the Vice Chancellor of one of the universities forwarded onwards to all the students at that university, at least one Councillor forwarded it onwards to all their ward contacts, and many of the Parish Councils circulated to residents as well as their Parish Councillors. In addition the PCC, Chief Constable and others utilised social media to invite responses.

The web-based survey generated a total of 1,769 external responses and another 152 were received from Police Officers and Staff.

Therefore a total of 3,026 responses have been received.

### Demographics

Whilst representative (in respect of the percentage of respondents when compared with the population as a whole) in terms of Gender, the data received contains the following disproportionalities :

#### Age

Under representative of persons aged between 25 & 34 and 65 & over.

Over representative of persons aged between 45 & 64.

#### Ethnicity

Under-representative of persons of Asian ethnicity.

Under-representative of persons of Black ethnicity.

Over-representative of persons of White ethnicity.

### Locational

Whilst the total sample size is sufficient to represent the whole Force area, the samples are not proportionate across all local authority boundaries, City residents are particularly over represented whereas those from some other areas are under-represented, the table below:

	Number of Resp.	Pop'n. %	Resp. %	C.I. %	Assessment
Blaby	161	9.2%	8.8%	+/- 1.3%	
Charnwood	211	16.3%	11.5%	+/- 1.5%	Under
Harborough	137	8.4%	7.5%	+/- 1.2%	
Hinckley & Bosworth	128	10.3%	7.0%	+/- 1.2%	Under
Leicester City	842	32.4%	46.1%	+/- 2.3%	Over
Melton	76	4.9%	4.2%	+/- 0.9%	
NW Leicestershire	92	9.2%	5.0%	+/- 1.0%	Under
Oadby & Wigston	97	5.5%	5.3%	+/- 1.0%	
Rutland	84	3.7%	4.6%	+/- 1.0%	Under
Not stated	1,198				
Leicestershire County Council area	902	63.9%	49.3%	+/- 2.3%	Under

Notwithstanding this, there are no differences in opinions between Local Authorities, merely that in some areas opinion is stronger or weaker than elsewhere.

### Findings

The samples achieved in relation to all the surveys give responses that one can have 99% confidence are with +/- 2.5% of wh

at would have been achieved had every resident of the Force area (aged over 15) responded.

It should be noted that in many of the areas covered, respondents were asked to indicate their top preference from the options provided and some respondents indicated that more than one of the options was their "top" preference. Hence in some cases the totals shown in the tables add to greater than 100%.

In the tables showing the findings, the options are shown in the order that they were presented to persons participating in the consultation.

The survey includes questions on the following:

### What Policing Priorities should be included in the Plan?

The table below shows the proportions of respondents (who expressed an opinion) who felt that the specified matters were either “Very” or “Fairly” Important for policing in the Leicestershire Force area.

Priorities	Very Important	Very or Fairly Important
Reducing and Preventing Crime	94.2%	99.7%
Ensuring that crimes such as Hate Crime, Domestic Violence, Sexual offences and Cyber Crime are reported to the Police	85.7%	97.7%
Ensure that neighbourhood policing teams continue to be supported	68.1%	97.2%
Making it easy for the public to report crime and ASB and to contact the Police and other agencies	71.1%	96.5%
Making sure the Police are visible to the public	65.4%	96.4%
Protecting the vulnerable from harm	72.1%	87.9%
Reducing offending and re-offending	67.9%	87.0%
Supporting victims of crime	58.9%	80.7%
Encouraging people to volunteer to assist in policing	32.7%	82.8%
Improving the public’s understanding of the role and work of the PCC	35.7%	78.1%

The two top priorities are identified by respondents as being the most important elements to include in the plan (with nine out of every ten respondents believing them to be important, similar to the levels of support in the web surveys) are:

- Reducing and preventing Crime
- Ensuring that crimes such as Hate Crime, Domestic Violence, Sexual offences and Cyber Crime are reported to the Police

It might be interesting to note that improving the reporting of “hidden” crimes is rated as more important by the public than Police visibility.

The following aspects were rated as statistically less important but nevertheless over 90% of respondents believed that they were of importance

- Making sure that the Police are visible to the public
- Ensuring that neighbourhood policing teams continue to be supported
- Making it easy for the public to report crime and ASB and to contact the police or other agencies

Over 80% of respondents felt that the following were of importance

- Protecting the vulnerable from harm
- Reducing offending and re-offending

Although it can be assumed that the latter refers primarily to re-offending since reducing “Offending” (Reducing and Preventing Crime) has already been identified as one of the aspects that is of most importance to the public.

Over 75% of respondents felt that Supporting Victims of Crime was of importance to the Police.

Whilst of some importance the remaining two aspects were only considered to be very important to around one in three people.

- Encourage people to volunteer to assist in policing (e.g. Special Constables, advisory or support enhancing roles)
- Improving the public's understanding of the role and work of the PCC

### Reporting non emergency matters

The survey asked respondents how they believed matters not requiring phoning 999 should be reported. The table below shows those persons who considered the option to be the preferred or second preference, together with the average "score" of preference (respondents were asked to rank them from 1 (top preference) to 5 (least preferred)).

Preferences	1 <sup>st</sup> Preference	1 <sup>st</sup> or 2 <sup>nd</sup> Preference	Average "Score"
Report at a Police Station	19.4%	46.4%	2.9
To a Police non-emergency phone line	61.2%	86.7%	1.6
To another agency (eg a Council)	1.6%	7.7%	4.0
To a multi-agency phone line	7.1%	27.5%	3.2
On-line or via an App	13.5%	35.0%	3.2

The public expressed a clear preference that a Police non-emergency number should be the means by which non-emergency matters were reported. There was also some support for reporting to a Police Station and to some extent, primarily amongst those responding to the web-survey, for reporting on-line or via an App.

There was less evidence of any support for either to reporting to another agency such as a Council or to a multi-agency phone line.

### Receiving information from the Police

Respondents were asked how they would like to receive general information about the Police (i.e. not information to victims about specific crimes).

The vast majority of respondents (around 90%) state that they do not feel that there is any requirement for the Police to provide any type of general information about policing.

Notwithstanding that, if information were to be provided, this was an area where there was a significant variance in opinion between those who responded to the web-survey and those from the telephone survey.

The preference amongst telephone respondents would be by leaflet followed by email. It is perhaps unsurprising that this differs from the web-survey in which there was a clear preference for provision of information through a website.

The preferences indicated by all respondents are shown in the table below.

Preferences	1 <sup>st</sup> Preference	1 <sup>st</sup> or 2 <sup>nd</sup> Preference
On a website	29.9%	49.8%
On a web chat	1.1%	3.5%
By SMS	8.8%	19.3%
By email	23.3%	43.4%
By leaflet	19.9%	36.6%
By social media	14.9%	28.8%
At a public meeting	7.4%	19.9%

Whilst there was at least some support for all of the options offered to respondents, it can be seen that there was virtually no support for the use of web chats.

### Police visibility

Within the web survey there was a clear indication that the public's top preference to improve visibility was by seeing uniformed Police personnel on foot, however, telephone respondents were merely asked to indicate 3 options from 6 rather than ranking all their preferences.

Many respondents placed a number of options as being their "Top preference", hence the table below does not add up to 100%.

Preference	1 <sup>st</sup> Preference	1 <sup>st</sup> or 2 <sup>nd</sup> Preference
Uniformed personnel on foot	70.0%	80.1%
Uniformed personnel on bicycles	28.1%	43.0%
Uniformed personnel in vehicles	48.1%	67.3%
Available in Police Stations	20.1%	30.9%
Available at other local community locations	14.2%	22.5%
On-line	7.3%	11.0%

Nevertheless, the clear top 2 options were to see uniformed Police personnel either on foot or in vehicles. The other 2 options, though selected by fewer respondents, were uniformed personnel on bicycles or available in Police Stations.

A minimal number of people suggested that seeing personnel in locations other than Police Stations and through an on-line Police presence are important forms of Police visibility.

### Support to victims

Nearly two thirds of respondents (80% for web surveys) preferred that all victims support, from the provision of information about the case to any additional support needed to be provided in a "one stop shop" rather than the current arrangements (although the respondents were not specifically told that the alternative methodology presented in the survey was what the current arrangements were).

Furthermore, whilst 90% felt that the overall control and contact should fall to the Police and Police personnel, around two thirds felt that there could be collaborative delivery within this. This is virtually the same proportions as were seen within the web survey.

There is little evidence of any support for provision not involving police personnel, nor for victims to access updates for themselves on-line.

Respondents were asked who should provide on-going victim services. The table below shows the preferences:

Preference	%
By the (existing) Victim First service	13.8%
By Police personnel	19.0%
By Victim First working alongside Police personnel	38.9%
By another agency or organisation	2.7%
Collaboratively with other agencies	25.6%

It should be noted that whilst Victim First was specifically referred to within the consultation, no indication was given to respondents that this was the existing service, some may have been aware but there is a possibility that many were not.

### Additional Funding through an increased Policing Precept

The level of support for the proposed increase in policing precept amongst telephone respondents is higher even than it was within the web survey (where around three quarters were supportive) with approximately nine out of every ten supporting the proposal.

The table below shows the responses by demographics to this question, the sampling confidence intervals (CI%) are shown to indicate whether or not there is any statistical evidence of the opinion of a demographic varying from the opinion of the population as a whole (**Red** indicates that there is statistical evidence that the support for an increase is weaker than total support, **Green** that support is stronger and **Amber** that support is in line with the overall average).

	% Support	CI %	Variance
<b>Total Respondents</b>	<b>83.3%</b>	<b>+/- 1.8%</b>	
- Telephone	89.0%	+/- 3.0%	<b>More</b>
- Web Survey (Public / Stakeholders)	80.0%	+/- 2.3%	
- Web Survey (Police Officers / Police Staff)	78.2%	+/- 8.0%	
<b>Local Authority</b>			
- Blaby	86.3%	+/- 5.3%	
- Charnwood	88.2%	+/- 4.4%	
- Harborough	84.7%	+/- 6.1%	
- Hinckley and Bosworth	85.9%	+/- 6.0%	
- Leicester	85.6%	+/- 2.4%	
- Melton	82.9%	+/- 8.5%	
- NW Leicestershire	91.2%	+/- 5.9%	<b>More</b>
- Oadby & Wigston	92.8%	+/- 5.2%	<b>More</b>
- Rutland	86.7%	+/- 7.3%	
- Leicestershire County Council	87.3%	+/- 2.2%	
<b>Location</b>			
- Rural	86.7%	+/- 1.8%	
- Urban	86.0%	+/- 3.3%	
<b>Gender</b>			
- Female	83.9%	+/- 1.9%	
- Male	83.7%	+/- 2.0%	
<b>Age</b>			
- 16 – 24	82.6%	+/- 3.7%	
- 25 – 34	84.1%	+/- 3.8%	
- 35 – 44	82.8%	+/- 3.4%	
- 45 – 54	82.4%	+/- 3.1%	
- 54 – 65	83.8%	+/- 3.1%	
- Over 65	85.8%	+/- 3.1%	



<b>Ethnicity</b>			
- Asian	75.7%	+/- 5.4%	<b>Less</b>
- Black	62.5%	+/- 19.8%	
- Other	75.0%	+/- 12.9%	
- White	85.6%	+/- 1.4%	
<b>Ethnicity sub categorires</b>			
- BME	74.6%	+/- 4.8%	<b>Less</b>
- BME + White – Non British	75.6%	+/- 4.1%	<b>Less</b>
- White – British	86.0%	+/- 1.4%	
<b>Disability</b>			
- Disabled	79.1%	+/- 5.7%	
- Not Disabled	80.1%	+/- 1.9%	
<b>Sexuality</b>			
- Bi-Sexual	78.0%	+/- 12.8%	
- Gay or Lesbian	83.3%	+/- 9.5%	
- Heterosexual	82.0%	+/- 2.0%	

It should be noted that, whilst in many cases the numbers of responses in the categories are very small, in no separate demographic or location other than for Black – African ethnicity is there a possibility that a majority of respondents are opposed to an increase in the precept.

#### **Additional questions**

In addition to the specific questions about policing, respondents were asked whether they would be prepared to volunteer to assist in policing in Leicestershire in various ways. Also whether they would be prepared to participate in further consultation in relation to local policing matters.

All those persons indicating that they are prepared to volunteer have had their details passed to the Volunteers' Coordinator who will make contact with them.

All those persons who said that they would be prepared to take part in further consultation have been acknowledged, thanked and placed on a consultation database.

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**DRAFT Police and Crime Plan 2017-2021  
for Leicester, Leicestershire and Rutland**

**Aiming For  
Visibly Better Policing**

**Prepared by**

**Lord Willy Bach**

**Police and Crime Commissioner**

## 1. THE ROLE OF THE POLICE & CRIME COMMISSIONER

I am required, by law, to hold the Chief Constable to account for the performance of Leicestershire Police and, where necessary, I will challenge, and work with, the Force to deliver change and make improvements.

As Commissioner, my main aim is to ensure that policing across the county and city is efficient, effective and meets your needs and expectations.

The Commissioner does not run the police force. Operational policing is the job of the Chief Constable. This means I do not get involved in operational decisions about arresting or seeking to prosecute alleged offenders.

My main duties include:

- Holding the Chief Constable to account
- Setting, reviewing and updating the Police and Crime Plan
- Setting the Force's budget and setting the Council Tax precept for policing
- Regularly engaging with communities and seeking to understand concerns and priorities
- Regularly engaging with victims of crime to understand concerns and priorities
- Appointing, and where necessary dismissing, the Chief Constable
- Commissioning the services of partner agencies to deliver a joined-up approach to tackling crime and delivering Community Safety services, including the distribution of grants and other funding from Central Government
- Commissioning services to support those people who have been a victim of crime
- Promoting and facilitating partnership working arrangements

## 2. INTRODUCTION

This is my first Police and Crime Plan, but of course this Plan is also owned by the diverse communities of Leicester, Leicestershire and Rutland.

As I developed my thoughts I drew on public feedback gained both during my election campaign and since taking over as Police and Crime Commissioner. I have also taken into account those views given to me through the consultation work we undertook earlier in the year. All of this has helped to shape this document which is, in effect, a blueprint for the strategic direction of policing and community safety over the coming years.

I have also taken into account 'where we are now' and what challenges the future might hold over the coming months and years. It is reassuring that we have a sound platform operationally and financially on which to build.

On 3rd November 2016 HMIC published the Police Efficiency Report 2016 (PEEL). This inspection considered how efficient the Police are at keeping people safe and reducing crime, with specific reference to how well forces understand their current and likely future demand; how well they use resources to manage current demand; and how well they are planning for demand in the future.

Leicestershire Police was classed as 'Good' across all areas assessed (there were just two forces graded as 'Outstanding', 33 as 'Good' and 8 as 'Requiring Improvement'). In terms of both the

number of 999 incidents per head of population and the number of crimes per head of population, Leicestershire is below the average for England and Wales.

The plan set by my predecessor focused on reducing offending and re-offending; supporting victims and witnesses; making communities and neighbourhoods safer and protecting the vulnerable. While these vital themes remain in my plan, under a new framework covering Visibility; Vulnerability; Victims and Value for Money, my focus and prioritisation is somewhat different. I wish to see more emphasis on crime prevention, on police visibility and accessibility; the development of more effective collaborative partnerships and a simplification of my commissioning framework.

The way in which I intend to allocate funds during the delivery of this Plan will recognise the value of Local Authorities and Community Safety Partnerships. Where possible, and where the level of Central Government funding enables me to do so, I will include longer-term funding arrangements. In addition, I will consider supporting collective and collaborative co-commissioned services where these prove beneficial. I will also provide grants to smaller organisations to help tackle specific areas of work and to address particular challenges.

I mentioned earlier my consultation. I have consulted with the public and key stakeholders to ensure my plans reflect the aspirations of the people of Leicester, Leicestershire and Rutland. Analysis of the population of the Force area showed that 600 responses were sufficient for findings to be statistically valid; I believed this to be too low and commissioned both a telephone survey and an internet based survey that generated a total of 3026 responses.

Reassuringly, 83% of the respondents were supportive of a 1.99% increase in the precept which will help me to pursue the objectives set out in my plan. Whilst this consultation was an important 'first step' I will develop a Communications and Engagement Strategy that will ensure that the plan will remain in tune with public opinion throughout my tenure.

### **Crime Prevention, Safer Communities and Community Cohesion**

If we cut crime, we reduce the number of victims; we reduce the number of blighted lives who put a strain on resources across all public services and we reduce demand on police services.

But, in achieving these ambitions, we also see happier, inclusive, cohesive communities, who trust the police to help them, support them and keep them safe.

My background as a Barrister ensured that I witnessed the real impact of crime. The misery and destruction of drug and substance addiction; the desolation caused by burglary, the impact of domestic abuse on the victims and their families and those whose lives are damaged by the results of crime of all kinds.

Reducing rural crime, whether this is protecting our heritage or preventing crimes such as metal and lead theft, hare-coursing or burglary, is important to me. I am working with the Chief Constable and other partners to develop new initiatives to strengthen the work to tackle crimes carried out in a rural location. Offenders are thought to operate across force borders so it is essential that we collaborate with neighbouring forces to tackle the problem. I know how important it is that residents feel safe and secure, this is especially relevant in respect of our elderly community and other communities that are disproportionately affected by the fear of crime, which is why I intend to work to ensure the solutions we identify are fit for purpose.

Since my election, I have received representations from both sides of the hunting debate. My position is clear. The law must be obeyed, whether you like it or not, and I support the work of the force to ensure that this happens.

In Leicester, Leicestershire and Rutland we are lucky to live in an area of great diversity. I am aware that 'diversity' extends beyond ethnicity and covers the wide range of 'difference' that enriches our communities. Although the Police have the one of the highest number of ethnic minority police officers/police staff in the country, it is still not satisfactory either in terms of number or in terms of seniority. There is no easy solution to this problem but I am determined

that we need to do more in establishing even closer relations with all the communities that make up our force area. Great strides have been made, but this is so important an issue, we must go further. I hope to see considerable progress over the next few years, with a Police Force truly reflective of the community it serves across all areas of diversity and within all ranks across the organisation.

I want to see the police and partners working together to prevent crime ranging from anti-social behaviour to hate crime, with community groups and the police supporting joint initiatives involving more than one community.

Much has been achieved and we are fortunate to live in a multi-cultural society which embraces difference. However, there is more to do and I will work with community leaders and the Chief Constable to facilitate stronger, more robust relationships across all our communities.

### **3. PARTNERSHIPS**

- 3.1. I believe that increasing the extent to which we work in partnership across the public and voluntary sector is critical to the success of my plan to provide the best possible public services across Leicester, Leicestershire and Rutland. Over many years there has been significant effort across Leicester, Leicestershire and Rutland leading to some highly effective and innovative partnerships making a real difference to people's lives. However, I believe much remains to be done to build upon and enhance partnership working, collaboration, and collective problem solving across the force area; not least in respect of information and data sharing. Section 17 of the Crime and Disorder Act 1998 imposes a duty on a range of public authorities to exercise their various functions with due regard to preventing crime and disorder. Whilst data protection and security is vital and plays an important role in maintaining confidence in public services, we must also be able appropriately 'use' that data to best serve the public. This will be vital to the success of my plan and will be at the heart of my work to prevent crime, protect the most vulnerable people and communities, while effectively supporting victims of crime.
- 3.2. The Police play a vital role, however, they alone cannot address the complex social factors that so often result in offending behaviour in isolation. Whilst I am realistic about my ability to tackle the social inequalities that so often impact on people, as Police and Crime Commissioner I want to draw partners together and provide the leadership that will make the most of an increasing disposition to work collectively and collaboratively. In support of this I will ensure that I am represented properly within the existing partnership structures and appropriate fora. This will ensure that I am both better informed about the work of partners and more able to support partnership working.
- 3.3. The term 'Partnership Working' usually refers to agreements to work together between organisations, public sector, voluntary organisations or private businesses. I believe that this is too narrow an interpretation and that there should be far more involvement of our 'grass roots' communities - whether that be a community in a specific location, communities with shared heritage, or communities that share an interest in a particular issue. I would like to see community involvement moving beyond consultation or engagement and involving active participation by well-informed and well-supported members of the public, by for example, joining us as a Special Constable or Police Volunteer.
- 3.4. As public servants we work best when we work together to provide services that are as far as possible tailored to the needs of individuals or communities. Whilst challenging in terms of how we organise ourselves, I believe that this is the best way of serving the public and the most effective way of getting best value from diminishing budgets. The challenges posed by significantly reduced resources as a result of the decreases in the grants the police receive from Central Government are compounded by the reductions experienced by other Public Sector partners.

### 3.5. I will aim to :-

- Enhance the network of partners with whom my Office and I engage to capture the views of more individuals and grass roots groups. This will enable me to hear a broader and more representative range of opinions.
- Prepare a plan to facilitate more opportunities for disengaged and disadvantaged groups/individuals to engage with the OPCC.
- Provide a commitment from myself and my office to work productively, openly and transparently with the City, Counties and District Authorities alongside the Community Safety Partnerships, Health Services and Fire and Rescue.
- Provide opportunities for all partners to be involved in shaping policing across Leicester, Leicestershire and Rutland.

## 4. VISIBILITY

4.1. It is vital that the composition of Leicestershire Police is representative of the communities it serves. I endorse Sir Robert Peel's guiding principle: "the police are the public and the public are the police". I further believe that the Police must remain visible and connected with the people they serve to maintain legitimacy and the trust of the public. It is clear both from the research I have undertaken, and from simply talking to members of the public across our area, that people want to actually 'see' Police officers and PCSOs. It is this that gives them security and provides the crucial connection between police and public that is at the heart of British Policing.

4.2. I do not think it would surprise anyone to hear that it is not always possible to satisfy people's worries in this area following cuts to our resources of 20% over the last five years. However, I will do everything in my power to ensure that at the end of my term of office that Police Officers, Police Community Support Officers and Police staff in Leicester, Leicestershire and Rutland will be at the same or higher levels than when I took office.

4.3. Whilst the visibility of patrolling officers and PCSOs is vital in building the bond with communities it is also important that access to police information, services and support is as easy as possible, whether that be Local Policing, Response and Resolution, Criminal Investigations or Specialist Departments. Therefore, to maintain public confidence, the police need to be able to communicate effectively with, and receive information from, the public in a variety of ways, including online and through social media. Improved accessibility will enable the public to report crime and incidents more easily; access other policing, crime prevention and community safety services themselves and to be able to check on the progress of an incident or crime at a time and in a way that is most convenient for them. Under my tenure I will support the extension of 'Self Service' options, but these will not replace the ability to be able to physically speak to a Police Officer or member of police staff if and when you want, or to see the police in your community. Increased visibility, as described above, is important to all of our communities, but especially for rural communities where, although crime rates may be relatively low, people can feel isolated and vulnerable.

### 4.4. I will aim to :-

- Maintain and where possible increase resources for local Neighbourhood Policing Teams.
- Develop new channels, via the internet and other technologies to information, enabling easy and timely access for as many people as possible.
- Ensure that there are new and innovative ways for the public to provide information relating to crime and public safety.

- Ensure that the views of public continue to be sought and reflected in the development of these new services.
- Work to develop a Visibility Plan that meets the needs of all communities.
- Focus on prevention to reduce the number of people having a need for Police services or entering the Criminal Justice System (CJS).

## 5. VICTIMS

- 5.1. One of my statutory responsibilities is to ensure that victims and witnesses of crime are properly supported. This work is partly funded through a grant I receive from the Ministry of Justice (MoJ). This funding delivers services that will help any victim of crime to cope and recover from their experience and to meet the requirements of the Victims' Code of Practice and European Union regulations. Unfortunately, this funding does not extend to those affected by Anti-Social Behaviour (ASB) which can have such a corrosive effect on individual lives and communities. Therefore I intend to put in place processes to ensure that victims of ASB have access to appropriate support services.
- 5.2. My office has worked in partnership with local authorities and other commissioning organisations across Leicester, Leicestershire and Rutland to design, fund and implement a range of services to meet the needs of victims. These services are subject to regular Performance Monitoring, determined through a contract management approach, which allows each commissioned service to have tailored set of quantitative and/or qualitative data performance measures. I will continue to ensure that the victim's voice is central to our appraisal of the success of these services.
- 5.3. Moving forwards, my intention is to develop and simplify the commissioning monitoring arrangements and to maintain enough flexibility within my Commissioning budget to ensure that I am able to respond to any emerging needs.
- 5.4. **I will aim to :-**
- Prioritise a Victims Strategy to deliver further improved services, demonstrating my commitment to this area of work.
  - Review victims' services to ensure that victims receive the best possible service, through robust mechanisms, focused on the needs of the individual. In order to do this I will work more closely with victim groups and individuals to ensure I capture their experiences and understanding when commissioning services.
  - Ensure that support for victims is incorporated into our core business as an integral part of our delivery and not a stand-alone item.

## 6. VULNERABILITY

- 6.1. The term 'vulnerability' is a generic term to describe where an individual's circumstances and/or situation mean they are unable to protect themselves from harm. For the purposes of my Police and Crime Plan my focus will be on; Sexual Violence, Domestic Abuse (including coercion), Hate Crime, Child abuse (including CSE), Mental Health and Learning Disabilities, Human Trafficking, Modern Day Slavery and Missing from Home individuals (including those at risk of self-harm).
- 6.2. Domestic violence and abuse blights the lives of those affected whether they suffer the violence directly or are children growing up in homes where domestic violence is present. Research and the experience of those involved in this area indicate a significant level of under reporting of Domestic incidents. Working with the Chief Constable and other partners my challenge is to increase the level of confidence amongst victims that by



reporting such incidents they will receive the help and support they need. Whilst I am impressed by many of the existing arrangements I intend to build upon and strengthen these whilst at the same time exploring new opportunities in this area.

- 6.3. In relation to sexual violence the number of rape offences is disproportionately high, something which has increased over the last two years and which reflects the picture nationally. The Police and our partner agencies have worked hard to encourage those who have been victims of this most serious offence to have the confidence to come forward and report it, but I accept that this can be influenced by national events and media coverage. Approximately half of all reports of rape are reported within seven days of the offence (potentially allowing for the recovery of important forensic evidence), a further quarter is reported within one year and the rest are more historic. Whilst some, but not all, of the increase in reports of rape can be attributed to an increase in confidence, national research still indicates a significant level of under-reporting. We cannot be complacent in this area and notwithstanding the good work to date, much remains to be done and I am determined to both support and develop appropriate services to do deliver this.
- 6.4. Following the tragic rape and murder of Leicestershire teenager Kayleigh Haywood my predecessor and Leicestershire Police launched the CEASE campaign to encourage community awareness of Child Sexual Exploitation (CSE). However CSE is not the only threat to children. Leicestershire Police Child Abuse Investigation Unit dealt with 2,264 incidents last year and made 13,250 referrals to multi-agency partners sharing concerns about children following Police contact.
- 6.5. A portion of the funding resulting from the increase in the police precept implemented in 2016/17 enabled the Police to create a Child Sexual Exploitation hub which is co-located with the existing Children's Referral Desk and Adult Referral Desk to create a multi-agency Vulnerability Hub. Frontline officers with specialist expertise are available to identify signs of abuse and other underlying concerns, before passing the information to the Hub. This Hub is staffed by trained personnel who will recognise, understand and interpret the information given to them so that they can work with partner agencies to provide those affected with the help they require.
- 6.6. This allows a holistic approach to the support of survivors of CSE and other child abuse, while the integration provides survivors, who may experience other difficulties throughout their childhood, more joined up engagement with services as they enter adulthood.
- 6.7. On the other side of the coin, it is good news that fewer young people are now given custodial sentences or find themselves in custody for any length of time. However, the Police have a vital role to play in persuading people not to offend and re-offend.
- 6.8. I will support and encourage all the preventative measures taken in this field including visits to schools and colleges and the increasing use of social media. I will look for new ways for the police to act in this area.
- 6.9. As a criminal law barrister for many years I saw how often young lives can be ruined by knife crime; drugs; bad influences and a failure to rehabilitate. Modern policing has a special role to play in this vital area.
- 6.10. The number of young people who 'go missing', particularly those who are 'missing' time and again, risk the very real threat that they will be exploited in some way, sometimes for serious criminal purposes. A great deal of police time and resource goes into finding the children and the adults that 'go missing' under circumstances where they too are vulnerable. This is a problem that affects all of us and I will be working closely with partners to see whether we can be more innovative and collaborative in solving this.
- 6.11. The Police response to incidents involving those suffering from mental health problems remains a significant challenge both in terms of volume and complexity. Leicestershire Police has a role in supporting those in crisis, duties under the Mental Health Act, and in the provision of a good quality policing service to those in the community whose lives are

impacted by mental ill health; role of the Police and other partners is set out in the multi-agency Crisis Care Concordat. I do not believe that custody is an appropriate place for the mentally unwell and fully support the Police in actively adopting approaches to prevent that from happening across Leicester, Leicestershire and Rutland. Mental health is a community issue in which the Police service has a role. It is important that the Police work closely with mental health professionals and those with experience of mental illness to help shape and inform their practice. However, the Police are not mental health specialists and whilst supportive should never be considered a viable alternative to properly resourced and configured mental health services, delivered by those qualified to do so.

- 6.12. The Police are often the first point contact at times of crisis and integrated joint responses such as the Mental Health Triage Car have shown how a more integrated multi-agency response can provide a better service for the patient and reduce demand on the Police. I want to work towards preventing crises before they happen, by working with other professionals to improve the lives of those within our communities who are vulnerable as a result of mental ill health; this is particularly relevant regarding prevention and intervention associated with the risk of suicide.
- 6.13. Leicestershire Police has developed, alongside our partners, a local suicide prevention strategy and created a response to family members who are bereaved by suicide. This is laudable but my focus will be to work with health partners to tackle this issue which is often complex and influenced by factors over which the Police have little control.
- 6.14. **An integrated response to demand**
- 6.15. The idea of collective and integrated approaches to service delivery is well established but this tends to be based on referral. I believe that this approach can be adopted for a far wider range of public services and can be more immediate and responsive.
- 6.16. I believe that the Police 101 non-emergency telephone system, which is a well-established and well used service and brand, can be improved and potentially provide ease of access to a far wider range of public services, information and support. My vision is to see a multi-agency call handling and resolution facility built around the 101 service, where a member of the public can seek help and support across a wider range of public service functions.
- 6.17. This must be more than just a switchboard dealing with calls in much the same way as now but in a multi-agency arena; it must add additional value. I would anticipate that one of the key indicators of success will be the number of calls for service resolved at point or first contact.
- 6.18. The panel and other partners will of course be instrumental in developing my ideas around partnership working and I am particularly interested in what opportunities there may be to work collectively to improve and develop the 101 service.
- 6.19. **I will aim to:-**
- Work closely with partners to offer an appropriate service to vulnerable members of society.
  - Continue and further develop work to encourage reporting and better understanding of 'hidden crime' with a view to this type of crime becoming less suppressed.
  - Provide a commitment to work with the Chief Constable to tackle knife crime.
  - Adopt a zero-tolerance approach to the supply of Class A drugs across Leicester, Leicestershire and Rutland.

- Work closely with health partners to ensure that the challenges of turning the Crisis Care Concordat into an operational reality are fully met.
- Develop and improve the 101 non-emergency contact systems to act as a gateway to better and wider ranging of public services.

## 7. VALUE FOR MONEY

- 7.1. Over the years, the austerity measures implemented by the Government have had a significant impact on both capital and revenue budgets and this directly affects the resources available today. My Plan is based on delivering within the funding available and I intend to tightly manage all resources at my disposal to ensure that local residents receive value from the money that is invested in Policing and other areas where I am responsible for commissioning services. This will include being open to potential opportunities to work with other organisations to reduce costs and maximise resources available for Policing, where it makes practical and fiscal sense to do so.
- 7.2. For 2016/17, the net budget requirement was set at £170.8m, an increase of 1.35% on the previous year. Almost two-thirds of the funding I receive comes from Central Government Funding, with the final third derived from local people through their Council Tax via their Police Precept. Given these allocations, any reductions in Central Government funding have a significant effect on the total budget I have at my disposal. Additionally, over £1.4m is provided in the form of a Grant from the Ministry of Justice to support my responsibilities in respect of supporting victims of crime under the Victims code.
- 7.3. Currently, over 95% of the funding I receive is passed to the Chief Constable to provide operational policing delivered either locally or through Regional collaborations. Details of my Budget, Precept and financial plans have and will continue to be published transparently on my website.
- 7.4. In 2016/17, my budget was allocated as follows:

	£m	%
<b>Funding passed to the Chief Constable:</b>		
- Operational Policing delivered by Leicestershire Police (net)	155.1	90.8%
- Operational Policing delivered through Regional collaboration	8.3	4.8%
<b>Funding Retained by the Commissioner:</b>		
- To Commission Services (net of grants and use of reserves)	3.1	1.8%
- To run the OPCC	1.0	0.6%
<b>To support the Capital Programme</b>	0.8	0.5%
<b>To pay Debt Charges and Receive investment income</b>	2.5	1.5%
<b>Net Budget Requirement 2016/17</b>	<b>170.8</b>	<b>100%</b>

- 7.5. In line with the views of the residents of Leicester, Leicestershire and Rutland during the consultation on the Plan, it is my intention to maximise the local Council Tax available during my time in office. Whilst this will not meet all the future savings anticipated, it will help to minimise the impact, protecting and where possible maintaining a sustainable Police Force in Leicestershire.
- 7.6. With further financial challenges likely, savings will still be required over the term of my Plan. I have tasked the Chief Constable with developing a Change Programme which includes a savings plan and which limits the impact of these savings on visible policing. The challenge is for the plan to not only meet the savings required but (subject to the impact of future financial settlements), where possible, also identify potential additional resources to reinvest into policing. Where additional investments in policing are made

these will be monitored closely to consider the Value for Money and impact on the residents of Leicester, Leicestershire and Rutland.

- 7.7. I intend to support the Force in this challenge by resourcing the Change Programme and working closely with the Chief Constable and his team to consider the wider implications on Leicester, Leicestershire and Rutland of any proposals and plans. One of the new members of the change team will sit within my office to ensure that I have all the information I need at the earliest possible moment.
- 7.8. **I will aim to:-**
- Be more responsive to reflect changes in demand to areas and projects as issues arise.
  - Provide support to groups/projects with better knowledge and reach i.e. hard to reach and engage areas.
  - Focus on the most effective use of public funds whilst being cautious and challenging around private outsourcing proposals to ensure that my principles around added social value are adhered to. I am committed to protecting frontline policing.
  - Revisit the Budget, Grants and Commissioning arrangements to ensure great effectiveness, clarity and simplicity in the way they operate.
  - Develop a Social Value policy in close consultation with local authorities to ensure that maximum added value for Leicester, Leicestershire and Rutland is gained from all contracts held by Leicestershire Police.

## **8. Strategic Policing Requirement and Collaboration**

- 8.1. The Home Secretary has placed a statutory requirement on all forces and Commissioners to ensure that they are able to contribute to national policing issues as well as dealing with local matters.
- 8.2. This is known as the Strategic Policing Requirement (SPR) and Commissioners, when setting their Police and Crime Plans, are required to have regard for these national requirements.
- 8.3. Due to the complexity of modern day policing there are a number of issues towards which local forces are expected to contribute.
- 8.4. The SPR currently covers a number of key areas including:
- Child sexual abuse
  - Serious an organised crime, including local, national and international organised crime groups
  - Large scale Public Order
  - Civil Emergencies that require a large scale response
  - Terrorism
  - National level cyber security incident
- 8.5. I am required to have regard to the SPR in setting my plan and in and subsequent reviews. I recognise that the public is best served if we play our part and thereby benefit from the support of other Forces, in responding major events and tackling these complex crimes.
- 8.6. I will work with the Chief Constable to ensure that Leicestershire Police contribute to the regional effort and collectively maintain their SPR capability.

- 8.7. This is not 'new' to the Leicestershire Police and this region has led the way in terms of Police Force collaboration for over ten years. This is a mature process senior government officials have often cited the East Midlands' approach to collaboration as best practice, challenging other areas to learn from our regional experience.
- 8.8. However my focus will always be on ensuring the best possible policing for the people of Leicester, Leicestershire and Rutland consequently my guiding principles around regional collaboration are:-
- That local policing is provided locally.
  - That any collaboration helps deliver a more efficient and/or effective policing service for Leicester/Leicestershire & Rutland.
  - That all areas of business are considered.
  - Decisions not to participate in a particular collaboration are reviewed regularly, as circumstances change.
  - That any costs and/or benefits are shared between participating forces.
  - I will ensure that I meet regularly with the other regional Commissioners and Chief Constables to review existing work and carefully consider any case for future collaboration.

## 9. **A FINAL WORD**

I believe that in Leicester, Leicestershire and Rutland we have a Police Force we can be proud of. Whether in the area of neighbourhood policing, criminal investigations, protecting the vulnerable, road traffic incidents and the many other matters they deal with, our Police Officers and Police Staff are outstanding and serve the public well. They all deserve our support. Of course there is always room for improvement and this plan attempts to map the way forward. The next four years will not be easy. Leicestershire Police are under resourced for the tasks they are asked to perform. Every year our population goes up in the City, County and Rutland. With the support of the public, and the advantages that successful partnerships bring, we can do even better.

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