



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

*Date/Time:* **Friday, 8 June 2018 at 1.00 pm**

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

*Contact:* **Euan Walters (Tel: 0116 3052583)**

*Email:* **[euau.walters@leics.gov.uk](mailto:euau.walters@leics.gov.uk)**

### **Membership**

Cllr. Lee Breckon, JP	Mr. Joe Orson JP CC
Cllr. Ruth Camamile	Cllr. Abdul Osman
Cllr. Stephen Corral	Cllr. Trevor Pendleton
Mr Keith Culverwell	Cllr. Michael Rickman
Cllr. Ratilal Govind	Cllr. Manjula Sood, MBE
Cllr. Malise Graham	Cllr. Deborah Taylor
Ms Mehrunnisa Lalani	Cllr. Alan Walters
Cllr. Kevin J. Loydall	

**Please note: this meeting will be filmed for live or subsequent broadcast via the Council's web site at [www.leicestershire.gov.uk](http://www.leicestershire.gov.uk)  
– Notices will be on display at the meeting explaining the arrangements.**

### **AGENDA**

<u>Item</u>	<u>Report by</u>
1. Election of Chairman.	
2. Election of Deputy Chairman.	
3. Minutes of the meeting held on 28 March 2018.	(Pages 3 - 8)
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. Chief Constable's Contract.

*An oral update will be provided by the PCC.*

8. Deputy PCC Update.

*An oral update will be provided by the Deputy PCC.*

9. Strategic Partnership Board Update. (Pages 9 - 24)
10. Knife crime and Stop and Search. (Pages 25 - 34)
11. Special Interest Group for Police and Crime Panels. (Pages 35 - 40)
12. Date of next meeting.

The next meeting of the Panel is scheduled to take place on 25 July 2018 at 1:00pm at City Hall, Leicester.

13. 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 Wednesday, 28 March 2018.

PRESENT

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

Cllr. Richard Allen  
Cllr. Lee Breckon, JP  
Cllr. Stephen Corral  
Mr Keith Culverwell  
Cllr. Ratilal Govind  
Cllr. Malise Graham  
Ms Mehrunnisa Lalani

Cllr. Kevin J. Loydall  
Cllr. Abdul Osman  
Cllr. Brian Page  
Cllr. Trevor Pendleton  
Cllr. Michael Rickman  
Cllr. Manjula Sood, MBE  
Cllr. Alan Walters

In attendance

Lord Willy Bach – Police and Crime Commissioner  
Kirk Master – Deputy Police and Crime Commissioner  
Paul Hindson – Chief Executive Officer, Office of the Police and Crime Commissioner  
Chief Constable Simon Cole – Leicestershire Police  
DS Charles Edwards – Leicestershire Police

45. Minutes of the Confirmation Hearing held on 26 February 2018.

The minutes of the meeting held on 26 February 2018 were taken as read, confirmed and signed.

46. Public Question Time.

There were no questions submitted.

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

There were no urgent items for consideration. However, the Police and Crime Commissioner (PCC) provided an update on the prosecution of a man for the attempted murder of a female of the muslim faith in the Beaumont Leys area of Leicester in September 2017. The man had subsequently been convicted and given a long prison sentence. The PCC emphasised that hate crime would always be taken seriously by himself and Leicestershire Police and he was proud to live in a diverse area such as Leicester, Leicestershire and Rutland. The Chairman and other Panel Members supported the comments of the PCC in this regard and thanked the police officers involved in the case for their good work.

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

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 a member of the Leicester Council of Faiths and a member of the Bishop's Faith Forum.

Mr. K. Culverwell declared a personal interest in respect of all substantive items as he had two close relatives that worked for Leicestershire Police.

Ms. M. Lalani declared a personal interest in respect of all substantive items as she had a close relative that was a member of the Police Cadets.

49. Update on staffing at the Office of the Police and Crime Commissioner.

Further to the report which the Panel considered at its meeting on 31 January 2018, and questions from Members which arose from that report, the OPCC Chief Executive Officer Paul Hindson provided an oral update on issues with recruitment and retention of staff at the OPCC. The information provided was as follows:

- (i) Paul Hindson acknowledged that in addition to recruitment difficulties with the posts of Chief Executive, Communications & Engagement Manager and Resources Manager there had been issues with other roles as well. As a result changes had been made to the Office structure and the nature of some roles had been amended to enable them to be filled more easily.
- (ii) The role of Policing Advisor was currently filled and the work was conducted one day a week dealing with specific projects such as an analysis on communication with stakeholders and the commissioning process.
- (iii) There were three current vacancies at the OPCC comprising of a Performance Manager, Project Development Officer and a Partnerships Officer and the deadline for applications to be submitted was imminent.
- (iv) One of the reasons for the appointment problems was the length of time the vetting procedure took.
- (v) The reasons for staff leaving the OPCC had been assessed and most were positive for example many staff had achieved roles at a higher grade with other organisations. In many cases working at the OPCC had given staff valuable experience which had enabled them to gain roles elsewhere.
- (vi) There was a core group of staff that had been working for the OPCC for several years including the Executive Director. The Commissioning Team and the Business Support Team were very stable.
- (vii) With regards to recruitment and retention at other OPCCs there was a mixed picture in the region. Nottinghamshire OPCC had very stable staffing whereas Northamptonshire OPCC had been more unstable and Derbyshire OPCC had similar staffing retention levels as Leicestershire.
- (viii) It was not believed that the location of the OPCC at Force Headquarters deterred people from applying for jobs there. In fact the amount of car parking and the close amenities such as Fosse Park shopping centre made it an attractive place to work.

RESOLVED:

That the contents of the oral update be noted.

50. HMICFRS Effectiveness report on Leicestershire Police.

The Police and Crime Panel considered the report of Her Majesty's Inspectorate of Constabulary and Fire and Rescue Services entitled 'PEEL: Police effectiveness 2017 – An inspection of Leicestershire Police' published March 2018. A copy of the report, which was circulated in a supplementary agenda pack and marked 'Agenda Item 6', is filed with these minutes.

In presenting the report the PCC emphasised that Leicestershire Police had been rated as 'Good' in all areas that the force had been assessed against and no areas had been identified for improvement. However, it would be ensured that the Force did not become complacent and continuing improvements would be made. The PCC cautioned that in future this level of performance would always be expected with the level of funding that was available.

Arising from discussions the following points were noted:

- (i) Members commended Leicestershire Police for the positive report and hoped that it provided some reassurance to the general public and served as a motivating factor to police officers. The improvements around protecting vulnerable people were particularly welcomed.
- (ii) HMICFRS had received positive feedback from Leicestershire Police's partners regarding the force's response to persons with symptoms of mental ill-health.
- (iii) One of the few areas where HMICFRS had not been fully satisfied with Leicestershire Police was the arrest rate for domestic abuse cases. However, the PCC and Chief Constable submitted that arrest was not always the most appropriate course of action in these cases.
- (iv) With regard to crimes where the investigation had been completed but no suspect had been identified, Leicestershire Police was marginally higher than the average for England and Wales. The Chief Constable explained that the perpetrators of some crimes were not detectable and Leicestershire Police were now recording some types of incidents as crimes which they had not been doing previously hence the increase in recorded offences where no suspect had been identified.
- (v) With regard to crime outcomes, whilst 9% of crimes dealt with by Leicestershire Police were recorded as charged/summonsed, this figure did not include community remedies so the actual amount of crimes with a positive outcome was higher than 9%.
- (vi) In response to a question regarding how District Councils could provide greater assistance to the Police, it was explained that CCTV was of varying quality and some organisations had invested more funding in it than others. The Strategic Partnership Board was investigating what further actions could be taken with regard to CCTV. There was a need to improve the Force's digital capability to enable CCTV to be downloaded more efficiently.

- (vii) As there were 23 vacancies for detectives in Leicestershire Police it was questioned whether the Force had problems with recruitment and retention. In response it was explained that some of these vacancies were due to retirement or officers moving to regional posts. It was acknowledged that there had not been as much recruitment over the past year as there could have been and the numbers required had been slightly underestimated. However, there were currently 34 officers training to become detectives and when that training was completed those officers would be posted to the most critical vacancies. Consideration was being given to whether to introduce direct-entry level detectives in Leicestershire Police as some people with the potential to become good detectives did not want to become ordinary police officers first.
- (viii) In response to a question regarding Anti-social Behaviour, it was explained that the National Crime Survey found that overall crime was decreasing although some offences such as burglary and vehicle crime were increasing. Reports of Anti-social behaviour had halved over the previous decade though there had been a recent increase.

RESOLVED:

That the contents of the report and presentation be noted.

51. Cybercrime.

The Police and Crime Panel considered a report of the Police and Crime Commissioner (PCC) which explained the Force's approach to managing cybercrime. The Panel also received a presentation from DS Charles Edwards regarding the Leicestershire Digital Hub. A copy of the report, marked 'Agenda Item 7', and the presentation slides are filed with these minutes.

The Chairman reminded Members that in the Police and Crime Plan the PCC had set the aim of improving understanding of this type of crime and raising awareness amongst local people.

The PCC offered to arrange a further session on cybercrime for elected members and particularly Community Safety Partnership Chairmen. The Chairman suggested that the Leicestershire Safer Communities Strategy Board would be a suitable forum for this presentation.

RESOLVED:

That the contents of the report and presentation be noted.

52. Mental Health.

The Police and Crime Panel considered a report of the Police and Crime Commissioner (PCC) concerning progress in relation to dealing with persons encountered by the Force that present with symptoms of mental ill-health. A copy of the report, marked 'Agenda Item 8', is filed with these minutes.

RESOLVED:

That the contents of the report be noted.

53. Special Interest Group for Police and Crime Panels.

The Panel considered a report of the Secretariat which set out proposals for a Special Interest Group for Police and Crime Panels. A copy of the report, marked 'Agenda Item 9', is filed with these minutes.

Members raised concerns that the purpose of the Special Interest Group was not known at this stage and that it could become a medium for discussions but with no positive outcomes. Concerns were also raised regarding which persons or organisations could become part of the Special Interest Group and reassurance was given that it was intended only for Police and Crime Panels and it would be one vote per Panel.

Members were of the view that they wished to see the Terms of Reference for the Special Interest Group before making a decision. It was noted that the Terms of Reference were to be agreed at a Steering Group meeting on 19 April 2018 therefore a decision by the Panel on joining the Special Interest Group should be delayed until after then.

RESOLVED:

That a further report regarding the proposed Special Interest Group, including the Terms of Reference, be brought to the meeting of the Panel on 8 June 2018 for a decision to be made on whether the Panel wishes to subscribe to membership.

54. Date of next meeting.

RESOLVED:

It was noted that the next meeting of the Panel would be held on 8 June 2018 at 1:00pm at County Hall, Glenfield.

1.00 - 2.50 pm  
28 March 2018

CHAIRMAN

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# POLICE AND CRIME COMMISSIONER FOR LEICESTERSHIRE

## POLICE AND CRIME PANEL

Report of	<b>OFFICE OF POLICE AND CRIME COMMISSIONER</b>
Subject	<b>STRATEGIC PARTNERSHIP BOARD UPDATE</b>
Date	<b>FRIDAY 8 JUNE 2018 – 1:00 p.m.</b>
Author	<b>Paul Hindson – Chief Executive Officer, OPCC</b>

### **Purpose of Report**

1. In order to fulfil its new, wider objectives the Strategic Partnership Board (SPB) is reviewing its Terms of Reference and membership, is developing a Business Plan and has embarked upon a new work strand called People Zones.
2. This report provides the Panel with information about the development of the Strategic Partnership Board.

### **Recommendation**

3. That the Police and Crime Panel note the contents of the paper.

### **Introduction**

4. The Strategic Partnership Board is a key multi-agency vehicle through which the PCC aims to deliver his Police and Crime Plan. The success of the Police and Crime Plan depends on the work of a large number of agencies, not just the police, and it is mainly through the work of the SPB that the PCC seeks to influence the work of other agencies. More broadly though, the PCC is leading the SPB in order to facilitate more collaborative work across the public sector as a whole. This is clearly in line with the “Viable Partnerships” element of the Police and Crime Plan, but also aims to achieve more positive outcomes for the citizens of Leicester, Leicestershire and Rutland as a whole.

### **Background**

5. The SPB draws together all of the decision makers across the key agencies in Leicester, Leicestershire and Rutland (LLR) and therefore has the potential to shape the public service environment in a wide-ranging manner. It is currently focussed on delivering the Police and Crime Plan.
6. Crime is a highly complex social problem that has multiple causes related to the missions of all public sector organisations. Successfully addressing crime would therefore have multiple benefits for all of the communities of LLR and help all agencies to meet their missions; reducing crime is in the interests of

all agencies and would have an interactive and positive benefit on many other social problems.

7. To date the SPB has had an insufficient infrastructure to deliver its ambitions. The Office of the Police and Crime Commissioner (OPCC) has provided the secretariat for the partnership; however this has not enabled the SPB to build and pursue longer term plans to achieve wider strategic objectives.
8. In order to remedy this, the OPCC has built a programme office capability to deliver the outcomes required for the Police and Crime Plan and to support the articulation and delivery of a more ambitious set of SPB objectives.
9. In addition to this, the OPCC has contracted with Leicestershire County Council to provide a dedicated resource to oversee the work of the SPB, supporting the relationships, building the agenda, preparing and monitoring the delivery of plans and reporting on the realisation of benefits. Gurjit Samra-Rai took post in April for three days a week.

### **Revised Terms of Reference**

10. Revised Terms of Reference have been drafted and the membership of the Board is under review to enable agencies whose remit is wider than criminal justice and community safety to engage meaningfully with the Partnership. This will ensure better engagement enabling stronger strategic approaches to issues such as mental health, domestic abuse and substance misuse.
11. Supporting the delivery of aligned priorities across the public sector is one of the new objectives within the draft Terms of Reference; this alignment work has begun and an initial scoping exercise of priorities has illustrated the number of commonalities between the work of organisations and Partnership Boards across Leicester, Leicestershire and Rutland (LLR). This has led to discussions with partners to test the appetite for greater integration and the potential benefits this offers.
12. Managing inter-agency demand is a strategic driver for the SPB, particularly reactive demand. Reactive demand refers to the provision of services to deal with a short term issue without addressing the underlying problem. Demand for certain public services is reasonable and effective and enables people to live positive and healthy lives; however, reactive demand requires public services to address behaviours which generate problems within communities with little or no positive developmental impact on perpetrators.
13. This work stream will be taken forward through the People Zones outlined below.
14. The draft mission statement within the Terms of Reference demonstrates the collaborative approach to integrated working taken by the SPB:
  - People are Safe – e.g. Crime, Falls, Road Traffic Collision and Fire
  - People are Well – e.g. Health
  - People have Skills e.g. Education, Training and Employment
  - People have Resources – e.g. Income and Housing
15. The draft Terms of Reference will be considered by the SPB at its next meeting on 10<sup>th</sup> July 2018.

### **Business Plan**

16. At its meeting on 6<sup>th</sup> March 2018 the SPB proposed that a Business Plan be developed. In order to inform the Business Plan an Issues Log is currently in development covering inter-agency/partner issues.
17. The SPB programme office has embarked on fact finding meetings with SPB members. Meetings have taken place with partner organisation Chief Executives and outputs from these meetings have been added to the issues log; furthermore issues from partnership meetings have also added to the log for consideration by the SPB. The OPCC Programme Office will identify specific issues and commission detailed analyses to identify options for SPB decision making.
18. In this way SPB will build a map of the most complex issues inhibiting the achievement of the strategic goals. The SPB Issue Log will be used to drive the development of the business plan.
19. The Issues Log and Business Plan will be considered by the SPB at its next meeting on 10<sup>th</sup> July 2018.
20. An example of the Issues log is attached at Appendix 1.

### **Governance Structure**

21. The governance structure which sits under SPB is currently under review, with a view to rationalising the number of groups, reviewing the terms of reference of each of them and ensuring they are fit for purpose to deliver the SPB strategic goals.
22. A Change and Transformation Board has been established under this work stream as a direct result of the widespread development of change programmes across SPB member organisations and the potential for internally focussed change to have disruptive effects on partner organisations.
23. This new group will enable change leads within partner organisations to share change plans at an early stage of development. Initially this forum would operate on an information sharing basis with no sign-off role for SPB. However, it is anticipated that opportunities for collaborative change initiatives will be identified and the forum will enable these to be pursued on a permissive basis. In the longer term it is possible that change initiatives will always be pursued collaboratively whenever potential synergies have been identified.

### **People Zones**

24. The Strategic Partnership Board (SPB) and other partnership bodies manage a range of complex issues, many of which cannot be resolved without significant interagency agreement, collaboration and action.
25. In response to some of the challenges, the SPB and other partnership bodies have undertaken various initiatives at strategic and operational levels; for instance a collaborative analysis of demand has been pursued to test a hypothesis that the main sources of demand are shared across agencies. This work is still progressing. At an operational level, individual pilot projects have been established to manage demand in innovative and more effective

ways. For instance, the Braunstone Blues project has sought to manage demand in an area of high service pressure by engaging with sources of demand and the wider community proactively. Similar projects such as Proactive Vulnerability Engagement Team (PAVE) and the Child Sexual Exploitation (CSE) project have focussed on key issues driving demand, such as mental health and vulnerability to sexual exploitation. A number of these initiatives are still progressing under the Strategic Partnership Development Fund (SPDF) scheme.

26. In order to realise the strategic objectives outlined in the Police and Crime Plan and in the strategic objectives of the SPB, an option that builds on the experience of SPDF projects, addresses the problems of reactive demand, draws on the resources of community assets and potentially provides benefits to all participating agencies has been gaining momentum.
27. It has been given the title of People Zones because it is fundamentally concerned with enabling positive outcomes for the people of local communities through proactive engagement. It is intended to be defined by local geography, focussing on the key social issues in that area by engaging directly with those people who are identified as the source.
28. A number of work streams have been built to support with the concept including:
  - Project Management
  - Information Sharing
  - Communication and Engagement
  - Stakeholder Management
  - Service Mapping
  - Design
  - Data Analysis
  - Funding Opportunities
29. Three localities have been identified for further research before consideration by the SPB in July.
30. An outline of the People Zones proposal is attached at Appendix 2.

### **Implications**

Financial : None

Legal : None

Equality Impact Assessment : EIA's will be undertaken for each People Zone.

Risks and Impact :

Link to Police and Crime Plan:

Visible Policing - Maintain and if possible increase resources for local neighbourhood Policing Teams within People Zones

Vulnerability Protection - Partnership working towards collaborative problem solving with regard to vulnerable individuals

Viable Partnerships – partners collaboratively shaping the future public services across LLR

Value for Money – Partners working collaboratively will reduce duplication.

**List of Appendices**

Appendix 1 – Issues Log

Appendix 2 – Outline of People Zone Proposal

**Background Papers**

None

**Person to Contact**

Mr Paul Hindson

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# Appendix 1

## SPB Issues Log

Please do not delete issues from the log once entered - simply update the status to 'Closed'.



POLICE & CRIME  
COMMISSIONER  
for Leicestershire

Prevention | Partnership | Protection

No	Issue Origin	Date Raised	Issue Description (Describe cause, effect and consequence)	Priority	Criticality	Action	Issue Owner - until allocated	Target Date	Status Open / Closed	RAG Status
1	Youth Offending Management Board - Leicestershire and Rutland	16-Mar-18	The escalation of key negative outcomes once a young person moves from YOS management to probation management when they reach 18	M	M	To consider at SPB Exec	Gurjit Samra-Rai	TBC	Open	R
2	SPB / HMP Leicester		Multiple problems with the incidents of violence within the prison as a result of drug and other debts and a culture that promotes anti-social activity	M	M	To be considered at SPB Exec	Gurjit Samra-Rai	TBC	Open	R
3			Limited access to mental health services	M	M	To be considered at SPB Exec	Gurjit Samra-Rai	TBC	Open	R
4			Reactive response to Demand which does not address underlying issues	M	M	To be considered at SPB Exec	Gurjit Samra-Rai	TBC	Open	R
5			Partners not aware of new initiatives / partnership projects	M	M	To be considered at SPB Exec	Gurjit Samra-Rai	TBC	Open	R
6	SPB Exec Chair	27-Apr-18	Problem with effectiveness of the System eg calls to 111 and ambulance dispatched	M	M	To be considered at SPB Exec	Gurjit Samra-Rai	TBC	Open	R
7			Lack of analytical capability re inter-agency demand on services	M	M	To be considered at SPB Exec	Gurjit Samra-Rai	TBC	Open	R
8	ASB Delivery Group	23-May-2018	Home Schooling of vulnerable children despite school not supporting suitability	M	M	To be considered at SPB Exec	Gurjit Samra-Rai	TBC	Open	R
9										
21										

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## Appendix 2

### **Outline of People Zones**

#### **1. What are People Zones?**

- 1.1. People Zones are geographically defined areas wherein public services work collaboratively to address the key social problems for that particular area. They are focussed on “people” issues with the intention of addressing the issues that are the highest priority for the local community and the organisations that support them.
- 1.2. The “mission” of the People Zones is to focus on four key outcomes as follows:
  - 1.2.1. People are safe
  - 1.2.2. People are well
  - 1.2.3. People have skills
  - 1.2.4. People have resources
- 1.3. These outcomes cover the work of the key agencies delivering public services, including health, police, local authorities, fire, criminal justice agencies and many others. Agencies will achieve the aims of People Zones by maximising the safety, wellness, skills and resources of the people in each zone.
- 1.4. Bearing in mind the range of agencies involved, it is clear that People Zones will be delivered in partnership. The partnership overseeing the work of People Zones is the Strategic Partnership Board (SPB).
- 1.5. A key assumption is that the aims will be achieved by addressing behaviours that drive problems in local communities.
- 1.6. Agencies will work collaboratively to address those behaviours – and in so doing will improve the safety, wellness, skills and resources of the community as a whole. This in turn will change the nature of demand from short term reactive services to more long term developmental services.

#### **2. Concept of People Zones**

- 2.1. The concept of People Zones has been developed from a number of other initiatives that have been undertaken across LLR. People Zones have consciously tried to apply the learning from those initiatives and align with existing ones wherever possible. Examples include the following:
- 2.2. Braunstone Blues – this initiative was funded by the PCC’s SPDF fund and aligns the activities of a number of statutory services and community bodies to support the community of Braunstone.

## NOT PROTECTIVELY MARKED

- 2.3. Other SPDF projects – other SPDF projects such as the Pro-active Vulnerability Engagement (PAVE) and CSE (Child Sexual Exploitation) have adopted a similar pro-active engagement with individuals across LLR focussing on the issues of mental health and child sexual exploitation, but without concentrating on a specific geographical location.
- 2.4. DMU Square Mile – this initiative was set up by De Montfort University to focus on the needs of communities in a specific area of Leicester city by drawing on the voluntary activities of students and staff at the university. This has now been extended to other parts of Leicester.
- 2.5. Other schemes which have impacted on the development of People Zones include the Local Area Co-ordinators scheme by Public Health Leicestershire, the Integrated Locality Teams developed by the health partnership, Endeavour led by Hinckley & Bosworth Borough Council and many others. The impact of these on People Zones are considered in a separate document.

### **3. How do we choose People Zones?**

- 3.1. People Zones will be chosen via a number of factors as follows:
- 3.2. Demographic analysis of the area – the analysis will consider key social indicators such as: levels of well-being, levels of crimes, levels of homelessness, high demand for social care, high levels of deprivation and many more. There is no set formula to determine the appropriate demography, but the aim is to focus on demographic factors which the partnership can address.
- 3.3. Levels of reactive demand - Reactive demand refers to the provision of services to deal with a short term issue without addressing the underlying problem. Demand for certain public services is reasonable and effective. For instance, demand for education is extremely high amongst the parents of school age children. This is entirely appropriate and enables people to gain the skills they need to acquire resources and sustain personal well-being. Similarly demand for health vaccinations is similarly high and similarly appropriate and there are many examples along the same lines. This sort of demand enables people to live positive and healthy lives.
- 3.4. However, reactive demand requires public services to address behaviours which generate problems for communities. For instance, crime and anti-social behaviour undermines the safety of communities and does not have a positive developmental impact on perpetrators. Mental ill-health can similarly drive public services to respond, but often with a very limited and short term impact. Local authorities have similar problems in addressing social care issues. Fire and ambulance services are also often driven to respond to short term issues without addressing the underlying causes.
- 3.5. Community identified – communities are a key part of the work of People Zones and the voice of communities is intended to be important. Consultation with communities will be an important element in choosing which People Zones to establish.

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- 3.6. Other factors – other factors will include the willingness of agencies to work together in particular areas and opportunities that facilitate the work of People Zones e.g. building on existing collaborative schemes or taking advantage of valuable partnership services and resource in local areas.
- 3.7. In the short term we will gather and analyse the available data and choose two areas on the basis of that data. These will be contrasting areas to reflect the diverse nature of our local communities, with one based in a city area and another based in county.

#### **4. What benefits will People Zones achieve?**

- 4.1. The main benefits will be determined by the community within each People Zone in consultation with the agencies forming the People Team. Therefore the SPB has not built a fixed benefits realisation plan in advance of engaging with local communities.
- 4.2. However, SPB does assume that benefits will be realised and these are currently clustered as short, medium and long term benefits.
- 4.3. The short term benefits are anticipated to be those that represent the most pressing immediate issues of local communities as agreed with local agencies, reflecting the reasons why those particular zones have been chosen. These will be addressed by problem solving exercises undertaken via engagement with local communities. Community Payback, and the social responsibility endeavours of local employers via business in the community (Leicestershire Cares) as well as via similar initiatives by organisations such as the local universities, will be key tools in addressing the concerns of local communities. These are anticipated to be pragmatic short term responses to community identified problems.
- 4.4. The medium term benefits are aimed to address two key areas: a targeted reduction in the reactive demand for public services; and an increase in the safety, wellness, skills and resources of local communities. Alongside this another key medium term benefit is an increase in community assurance, with people in the People Zone areas feeling safer, happier, healthier and more resilient. These are measures of perception. There is not an expectation that overall demand for public services will reduce: rather that the demand will shift to more constructive uses of public services, which effectively address the underlying issues.
- 4.5. In the longer term the aim is to demonstrate reductions in the key social problems identified in the initial demographic analysis. For instance, if the demographic analysis identified crime and homelessness as the key social problems then we would expect measurable reductions in these areas. In addition we would also expect an increase in the levels of community involvement and engagement in those communities, with an increase in community-led initiatives to address problems. A long term expectation is that communities will take greater responsibility for identifying and addressing their own social problems. Finally, SPB anticipates a reduction in the resources that agencies apply to address reactive demand for its services.

**NOT PROTECTIVELY MARKED****5. How will we set up a People Zone?**

- 5.1. The process for setting up a People Zone is currently being developed, but the current steps identified are as follows:
- 5.2. Identification of potential People Zone areas. These are areas with high levels of “people” problems as identified above.
- 5.3. Demographic and reactive demand analysis. This involves identifying the key issues relevant to the area.
- 5.4. Engagement with partners in the area to assess appetite and capability for engaging in collaborative work.
- 5.5. Establishment of People Zone Champion Team. This team will be drawn from all agencies and will contain committed individuals who understand the concepts of People Zones and can stimulate development of collaborative working and engagement with communities at the local level and drive commitment within their own organisation. The intention is that the Champion Team operates across the whole of Leicester, Leicestershire and Rutland and supports, stimulates and drives the work in each local People Zone. The Champion Team will maintain the energy and commitment, will capture ideas, identify opportunities for further collaborative work and will turn ideas into practice. The Champion Team will not be part of any particular People Zone, but will help to make each one a success by supporting, mentoring, advising and assisting the local People Team. Agencies will be asked to identify a person who can adopt that leadership role within their own organisation.
- 5.6. Agreement by SPB of actual People Zone(s) to establish.
- 5.7. Analysis of agency roles/services/structures and meetings – the project manager will identify the existing roles e.g. Neighbourhood Police Officers, Street Wardens, Health Visitors, Case Managers, Local Area Co-ordinators etc that currently operate at the local level and will map the existing services and meeting structures that currently drive work with people in the People Zone.
- 5.8. Development of the local People Team – at the same time the People Team will be formed, drawing on the analysis of roles services etc identified above. The People Team can be a virtual team, but the expectation is that it meets regularly and that meetings particularly take place frequently at the outset to build relationships and establish collaborative working practices.

**6. How will the agencies work together?**

- 6.1. The development of People Zones is focussed on achieving benefits for the people of local communities – but the conscious aim is also that the work is undertaken collaboratively across as many partners as possible. The intention is that People Zones will drive an unprecedented level of integrated work across public services.

## NOT PROTECTIVELY MARKED

- 6.2. To that end a high level operating model has been described, which will be delivered by all partners working together. The model is people-focussed: it is about working directly with the people of local communities, either on a one to one basis or in groups.
- 6.3. Six operating tools have been identified that will shape how agencies work with the people of local communities. These tools are currently deployed by all agencies, but have not been articulated in the same fashion as below. The tools are as follows:
- 6.4. Human interaction – the model recognises that unstructured, positive, human interaction has a benign impact on the people who are engaged with. Generally speaking agencies are trying to have an impact on the behaviour of individuals in local communities and interaction can shape that behaviour in a positive direction.
- 6.5. Community Integration – many of the people that agencies engage with are socially excluded to varying degrees. These people do not derive the benefits of being part of communities supported by networks of individuals who can support them. Largely speaking their networks are very limited and often consist of other individuals who are similarly socially excluded and who influence their behaviour in unhelpful ways. This tool assumes that agencies will maximise the integration of individuals within local communities and enable those communities to have a positive impact on their behaviour.
- 6.6. Treatment – treatment is described as the most conventional current tool deployed by agencies in working with individuals. Treatment is a defined intervention that is usually time limited, is deployed in a consistent fashion and has clearly defined aims. It encompasses an operation in a hospital as well as a group work programme delivered by a youth offending team. Treatment tends to be remedial: it attempts to address a diagnosed problem, whether that is the removal of a tumour or an attempt to change anti-social attitudes. Treatment generally assumes, therefore, that something is wrong and intervention is required to remedy the wrong. That is not always the case. For instance, education could be described as a form of treatment that is delivered to enable the development of the individual, without the recognition of an established problem.
- 6.7. Control – all agencies engage in controlling exercises to some degree. For instance, all agencies are committed to inter-agency safeguarding arrangements that often require a level of control over the activities of individuals that they engage with. However the level of control varies from one organisation to another. For instance, those organisations responsible for upholding and enforcing the law are much more likely to exercise control over individuals than agencies which often treatment and support on a purely voluntary basis.
- 6.8. The above tools are not discrete: they overlap considerably. Positive human interaction can occur at any time, even when exercising control over an individual. Nevertheless, there is a tendency for treatment and control activities to be exercised in remedial fashion, responding to pre-identified problems with individuals in communities. The assumption is that treatment and control therefore tend to be reactive in addressing problems rather than enabling long term development. In contrast, human interaction and integration tend to be prevention, enabling human development without the assumption of any existing deficit.

## NOT PROTECTIVELY MARKED

- 6.9. People Zones aim to be preventive in nature and therefore will deploy a greater proportion of unstructured human interaction and integration in their delivery than is currently the case with existing service delivery.
- 6.10. Shaping the environment – the environment clearly has an impact on the behaviour of individuals and shaping the environment is a potential tool that can be deployed by People Zones. For example, the unpaid work of offenders can be deployed to enhance the aesthetic appearance of local areas by planting flower beds and clearing rubbish from areas. The assumption is that this will have a positive impact on local people.
- 6.11. Believing is being – similarly, the messages that agencies convey can have a positive impact on the way in which individuals and communities feel about themselves. Positive messages and the celebration of positive achievements can have a powerful impact on the way in which people behave. People Zones therefore assume that communications will be structured and co-ordinated to have a positive impact on the attitudes of local people.
- 6.12. These are the tools available to partners in delivering People Zones. We shall now look at who deploys those tools.

## 7. Who are the providers?

- 7.1. All public services are potentially involved in the delivery of People Zones. Given the breadth of the operating model it is hard to envisage any public service not being relevant. However, it is particularly relevant to those organisations who engage with communities and the people of those communities in delivering their services.
- 7.2. Third sector organisations – the assumption behind People Zones is that there is currently a rich tapestry of services operating in local communities at the present time, but that these services currently operate independently of one another. Third sector organisations currently operate in many of the communities across LLR addressing the issues that People Zones are concerned with. These include drug and alcohol treatment, education, mental health support, access to employment, support for the homeless and many, many more. These organisations are clearly relevant to the aims of People Zones; the aim is to integrate their work with public sector partners much more effectively.
- 7.3. Community bodies – local communities currently deliver a considerable number of local services and provide volunteers to address local problems, such as food banks to alleviate the problems of poverty and Neighbourhood Watch to maximise the safety of communities against crime. In particular People Zones will value the work of community volunteers and the organisations that co-ordinate the activity of volunteers. All of these services are relevant to People Zones, the aim being to integrate them much more effectively than is currently the case.
- 7.4. Local businesses – Leicestershire Cares aims to engage with local businesses to maximise the positive impact those businesses can have on local communities. People Zones will aim to draw on this work and ensure that it supports the endeavours of local communities.

## NOT PROTECTIVELY MARKED

- 7.5. Communities – bearing in mind the above, it is clear that People Zones value the input of everyone in local communities: essentially everyone is potentially a provider of services in the People Zone model – the aim is simply to ensure that the input of all local people and services is co-ordinated and directed to achieve the aims of local communities.

## 8. Timescale for development

- 8.1. People Zones have set themselves a challenging timescale to begin work with local communities. The aim is to drive things forward at pace, drawing on the energy and commitment of local organisations. The actual timescale is as follows:
- 8.2. Phase 1: April to July 2018 – turning concept to reality. The aim of this phase is to turn the concept of People Zones into something that can be deployed in local communities to make a difference. It includes the preparation of the demographic and demand analysis; the choice of initial People Zone areas; the creation of a People Zone Champion Team and the engagement with relevant local organisations.
- 8.3. Phase 2: July 2018 to September 2018 – building the People Team. The aim of this phase is to create the local teams consisting of existing roles in local areas. The assumption is that there will be at least two teams operating in two areas across LLR, one in a city based urban environment and another operating in the county addressing market town/rural issues.
- 8.4. Phase 3: October 2018 to March 2019 – delivering the People Zone. This phase will involve working directly with local communities and enabling the creation of local community resources to sustain the initiative over the longer term. The People Zone will begin with a launch event bringing together local people with the organisations that are currently involved in delivering services. It will involve consultation with local people throughout.
- 8.5. Phase 4: April 2019 to December 2019 – review, refine, improve, extend. This phase involves learning from the initial pilots and refining the model in line with that learning. Assuming the learning demonstrates positive benefits then People Zones will be extended to other areas across LLR; a quality improvement cycle will be implemented at this phase.

## 9. Governance

- 9.1. Bearing in mind the speed of initial establishment outlined above, the development of People Zones is being developed entirely through the governance of the SPB. There is no assumption that People Zones will be developed via the governance of individual member organisations.
- 9.2. In addition to the SPB and the SPB Executive meeting, the development of People Zones will also be overseen by the weekly management of the SPB Project Team.

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**POLICE AND CRIME  
COMMISSIONER FOR  
LEICESTERSHIRE**

**POLICE AND CRIME PANEL**

Report of	<b>CHIEF CONSTABLE</b>
Subject	<b>KNIFE CRIME AND STOP SEARCH</b>
Date	<b>FRIDAY 8 JUNE 2018 – 1:00 p.m.</b>
Author	<b>SUPERINTENDENT SHANE O'NEILL</b>

**Purpose of Report**

1. In March 2017 Leicestershire Police adopted Knife Crime as force threat following a sustained increase in reported serious incidents involving bladed weapons.
2. An overview of the governance structures and focus for last year was presented in June 2017 to the Police and Crime Panel.
3. This provides a summary of the activity since that date and the focus in the next year and its relation to stop search usage.

**Recommendations**

4. The Police and Crime Panel acknowledge the continuing multi-agency approach taken locally to tackle the increase in knife crime in LLR, which reflects the increase nationally.
5. Support the targeted use of coercive powers in areas of significant threat from knife crime, drugs supply and serious violence which show positive outcomes and build confidence that the police are tackling the issue.
6. To support the multiagency approach being taken by the partnership in dealing with those at risk of carrying a knife or being exploited into doing so.
7. Continue to share and promote the knife campaigns released by Leicestershire Police and partners to reassure and promote the prevention and deterrence activity within our communities.

**Executive Summary**

8. Recorded Knife Crime has continued to rise across Leicestershire, mirroring the national trend.
9. Within Leicestershire there was an increase in recorded offences of 33% in 2016/17 but that increase appears to have plateaued in 2017/18.

10. Recent increases are attributable to an increased reporting of possession offences and from increased use of stop search powers as a result of intelligence led targeted police operations targeting areas and individuals at risk of knife crime.
11. The strategic aims for knife crime remain as:
  - Preserve life and reduce knife crime
  - Safeguard and protect people at risk of becoming a victim of knife violence
  - Deter People away from carrying knives and becoming an offender
  - Enhance public and partners confidence
12. Analysis of the issue continues to show that there is not one crime type that is being committed but that the areas of focus remain as East Leicester, West Leicester, Loughborough (Charnwood) and Leicester City Centre.
13. The Knife Crime Prevention Group has overseen the development of a recognised and well supported campaign #livesnotknives that now has a strong library of material to draw upon as a partnership.
14. A multiagency review of Habitual Knife Carriers has been developed, with support of members that explores the causes and potential solutions to those most at risk of carrying knives and seeks to engage, divert or prosecute.
15. There are clear links for Habitual Knife Carriers to educational matters, social care, experiences of abuse in the family home, street gangs, organised criminality and anti-social behaviour.
16. The focus for police operations in the next year will be around the use of coercive powers, including stop search, to safeguard those most likely to carry a knife and deter others from carrying weapons.
17. The use of stop search by Leicestershire Police continues to increase. Scrutiny of these is overseen by Chief Superintendent Adam Streets, internally, through the 'PILOT' (Police Intervention, Legitimacy and Organisational Transparency) meeting and externally via the 'coercive powers scrutiny group' to ensure legitimacy is at its core.
18. Public scrutiny of the knife crime approaches has been positive with clear indication that it remains a concern for the communities within Leicestershire.

### **Introduction**

19. Serious Violent Crime has been acknowledged by the government as a growing issue supported by the release of the home office strategy focusing on:
  - Early Intervention and Diversion
  - Partnerships and communities interventions
  - Drugs Supply through County Lines and Organised Crime
  - Knife Crime
  - Offender Management

20. Nationally knife crime has continued to increase with significant focus by the national media on London and the rates of offences seen in the early part of 2018. The Office for National Statistics (ONS) reported 22% increase for 2017 compared to 2016 in England and Wales.
21. Recorded Knife Crime within Leicestershire has continued to increase in the last year with a 33% increase on the previous year for all offences where a knife is seen, used or threatened.
22. The change in offences for Leicestershire has been most marked in the possession offences where there has been a marked increase from the average of 38 a month to in excess of 50 a month for March and April.
23. This represents individuals arrested following the use of stop search powers or with a weapon on them when arrested for another offence.
24. The areas of focus for knife crime remain as East Leicester, West Leicester, Loughborough (Charnwood) and Leicester City Centre.
25. The Knife Crime Prevention plan for 2017/18 focused on the establishment and effective working between partners in developing and delivering a message to prevent and protect people from becoming involved with Knife Crime.
26. The partnership has worked collectively to generate, promote and disseminate the many high quality and well branded materials that all utilise the #livesnotknives hook for social media.
27. This has shown over 100,000 views on the videos alone which have also been a significant feature of the education interventions across schools in Leicestershire where the staff have been able to select the level of details provided based on their assessment of the student group receiving it.
28. The development of innovative delivery methods has continued with an example being the City Youth Services commissioning and delivering a series of short videos, designed and delivered by young people, called "A Slice of Reality". This had exceptional feedback, from the key areas of focus, and is being delivered across a wider audience in the next few months.
29. Warning Zone has introduced a section on the dangers of knives, which will reach over 10,000 year 6 pupils a year, showing long term commitment to this issue.
30. Habitual Knife Carriers have been identified as those individuals most likely to be in possession of a weapon based on the intelligence surrounding them in the last 2 years.
31. There are just over 100 individuals that meet this criteria and are being managed through clear intervention or disruption plans by Neighbourhood Teams and local partners.
32. Those with other indicators, such as links to drugs use, ASB, exploitation, educational welfare, urban street gangs and organised criminality are managed through the partnership knife crime group.

33. This is to ensure full information sharing and assessment of risks to minimise the impact of them on others and, where possible divert them away from carrying weapons.
34. This group is developing its capability and relies on the exceptional engagement from some partners who have been involved since the group's inception in 2017.
35. Engagement and intervention at treatment centres is a development that is being explored with University Hospitals Leicester (UHL). National scanning indicates that intervention prior to influence from peer groups or family in hospitals is an effective diversion point.
36. The opportunity at the teachable moment by someone not in law enforcement then directs or signposts the individual to the correct support they need based on the disclosed cause of the trauma be that gang violence, drug dealing or domestic violence.
37. The operational focus in response to knife crime has acknowledged the clear overlap with organised criminality, county lines drugs supply and street gangs and is called Operation Viceroy.
38. The police operation will seek to arrest those carrying knives to safeguard them and others from becoming victims while increasing outcomes and criminal justice interventions for those involved.
39. A number of deployments have been planned for the next five months with one operation already completed on the West Leicester Neighbourhood Policing Area.
40. Operation Viceroy provides clear intelligence about four geographic areas that have high counts of recorded knife crime, organised criminality and drugs supply that provide a basis for any officers deployed to or working in that area to consider the use of coercive powers including stop search.

### **Stop Search**

41. The use of stop search by Leicestershire police is overseen by the PILOT group chaired by Chief Superintendent Adam Streets.
42. The use of stop search is acknowledged as a powerful tool in the prevention of crime and the outcome and arrest rates of this power have a robust and responsive mechanisms introduced since 2015 to feedback internally and more importantly to the public.
43. This external scrutiny is important and Analysis of stop search and use of force is shared with the bi-monthly external Coercive Powers Scrutiny Group (formally stop search reference group). It is attended by members of the community with a particular interest in stop and search and the use of police powers. It is chaired by a member of the local community with invited attendees from PAGRE (Police Advisory Group for Race and Equality), representatives of young people's groups.
44. At each meeting, the group are supplied with data about the use of stop and search and use of force powers across the force and the records completed by officers relating to 20 randomly selected stop and searches. In addition, the group are asked to review randomly selected Body Worn Video footage.

45. Leicestershire Police have been conducting between 150 and 200 stop searches a month for the last year with very consistent positive outcome rates of 30%. The arrest rate from searches has also been consistent at around 16%.
46. Patrol and Resolution teams have been receiving training and coaching regarding key principles of proactive policing and included is the utilisation of coercive powers. "Streetcraft" training being driven by Superintendent Potter is being delivered to all front line officers.
47. Operation Viceroy was developed in conjunction with the legitimacy group as it was recognised that stop and search needs to be used in an intelligence led way to disrupt serious violent and organised crime.
48. April 2018 has shown an increase in the use of Stop Search to the highest level since 2015 with 224 being carried out. The category showing the largest significant increase is for offensive weapons with 49 searches completed. During April the arrest rate increased markedly to 26% with 58 people being arrested as a result of a stop search being carried out.
49. This change is in response to highlighting good proactive work, empowering officers to use coercive powers and providing clear supportive messages on its application.

### **Ongoing Governance**

50. Monthly updates of the reported knife will continue to be provided allowing for oversight against the strategic objectives of reducing offences chaired by ACC Jason Masters. **Appendix A** shows the current situation until April 2018.
51. The focus will be on improved intelligence led police operations utilising coercive powers to deter and divert people from carrying weapons while publicising criminal justice outcomes to discourage individuals.
52. Stop Search will continue to be monitored as part of the PILOT group and external scrutiny by the public with monthly reporting and assessments.

### **Implications**

53. The impact on community confidence is clear from the previous incidents and the necessity for a joint agency approach is necessary to educate and prevent people carrying knives in the first place. A single agency approach is not recognised

### **List of Appendices**

Appendix A – Current Knife crime and Stop Search trends to April 2018

### **Background Papers**

None

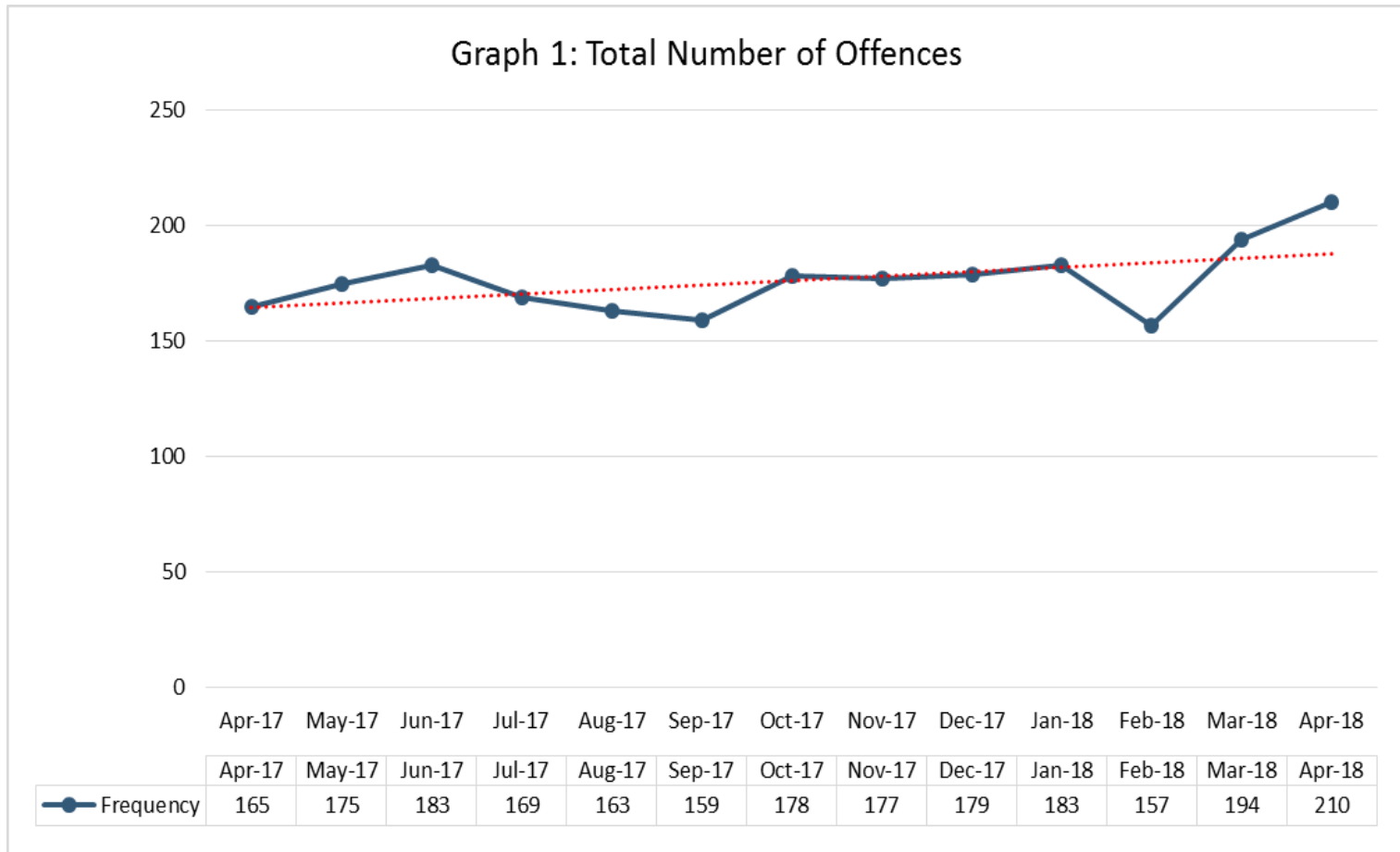
### **Person to Contact**

Superintendent Supt Shane O'Neill

Tel: 0116 248 2535, email: [shane.oneill@leicestershire.pnn.police.uk](mailto:shane.oneill@leicestershire.pnn.police.uk)

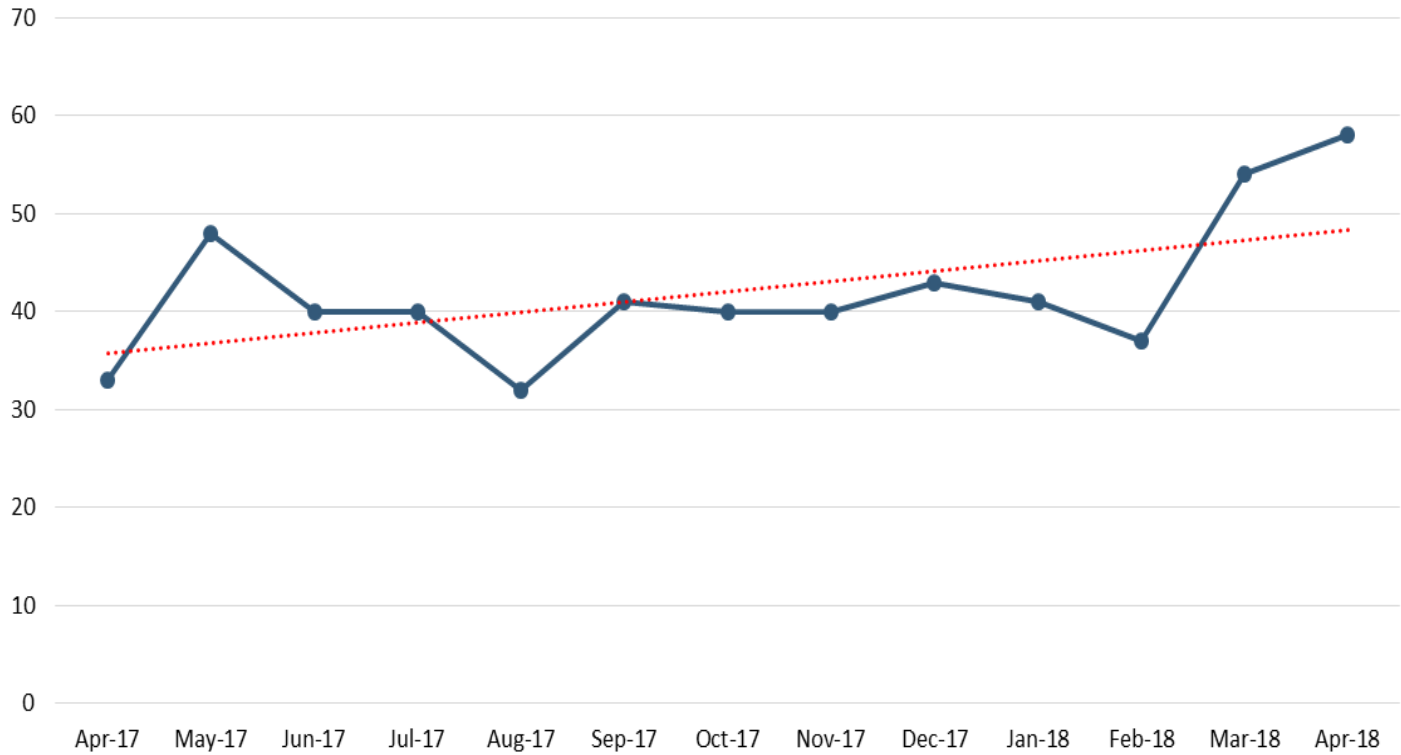
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# Total Number of Knife Crime Offences



# Total Number of Possession Offences

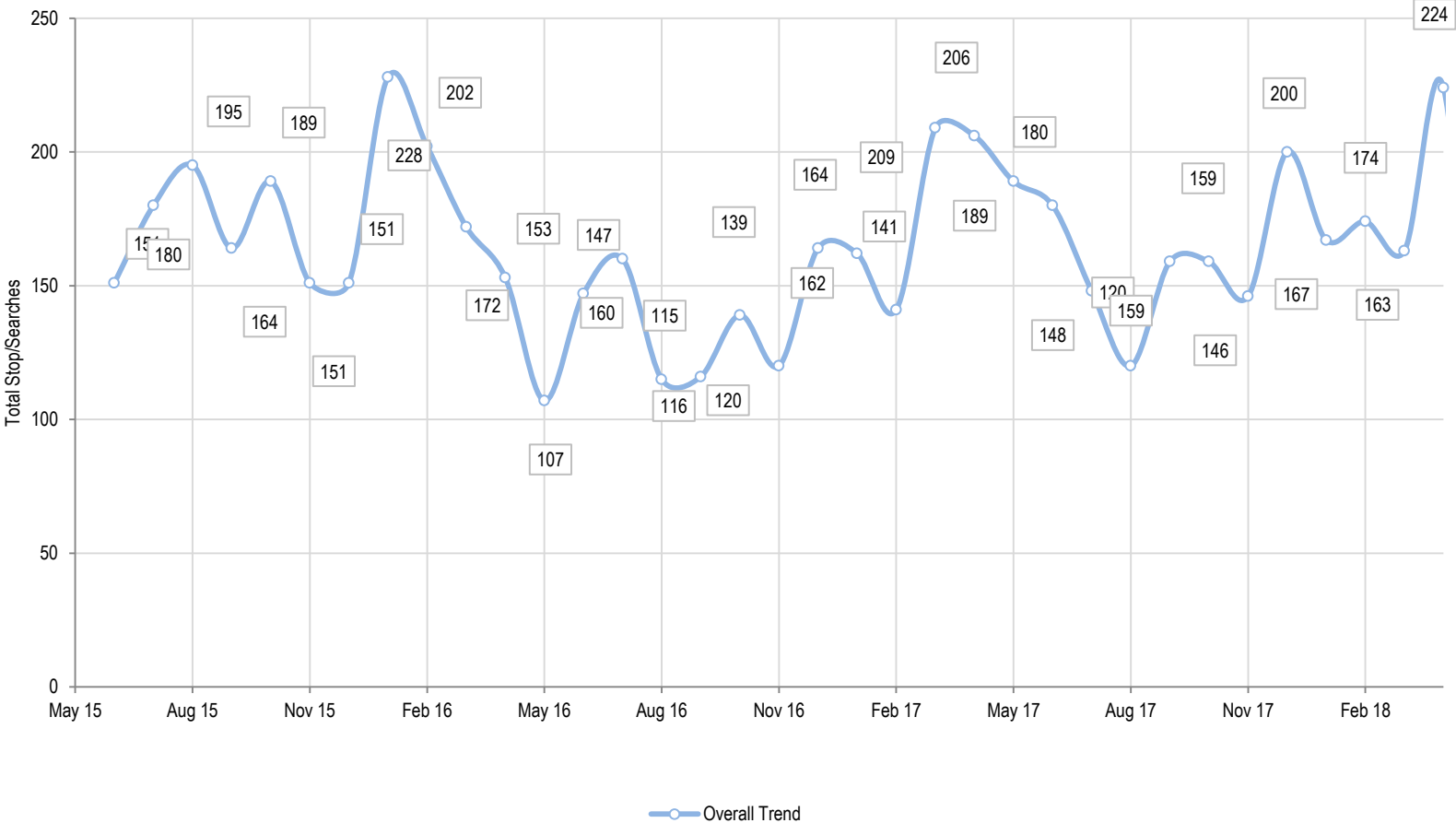
Graph 3: Total Number of Possession Offences



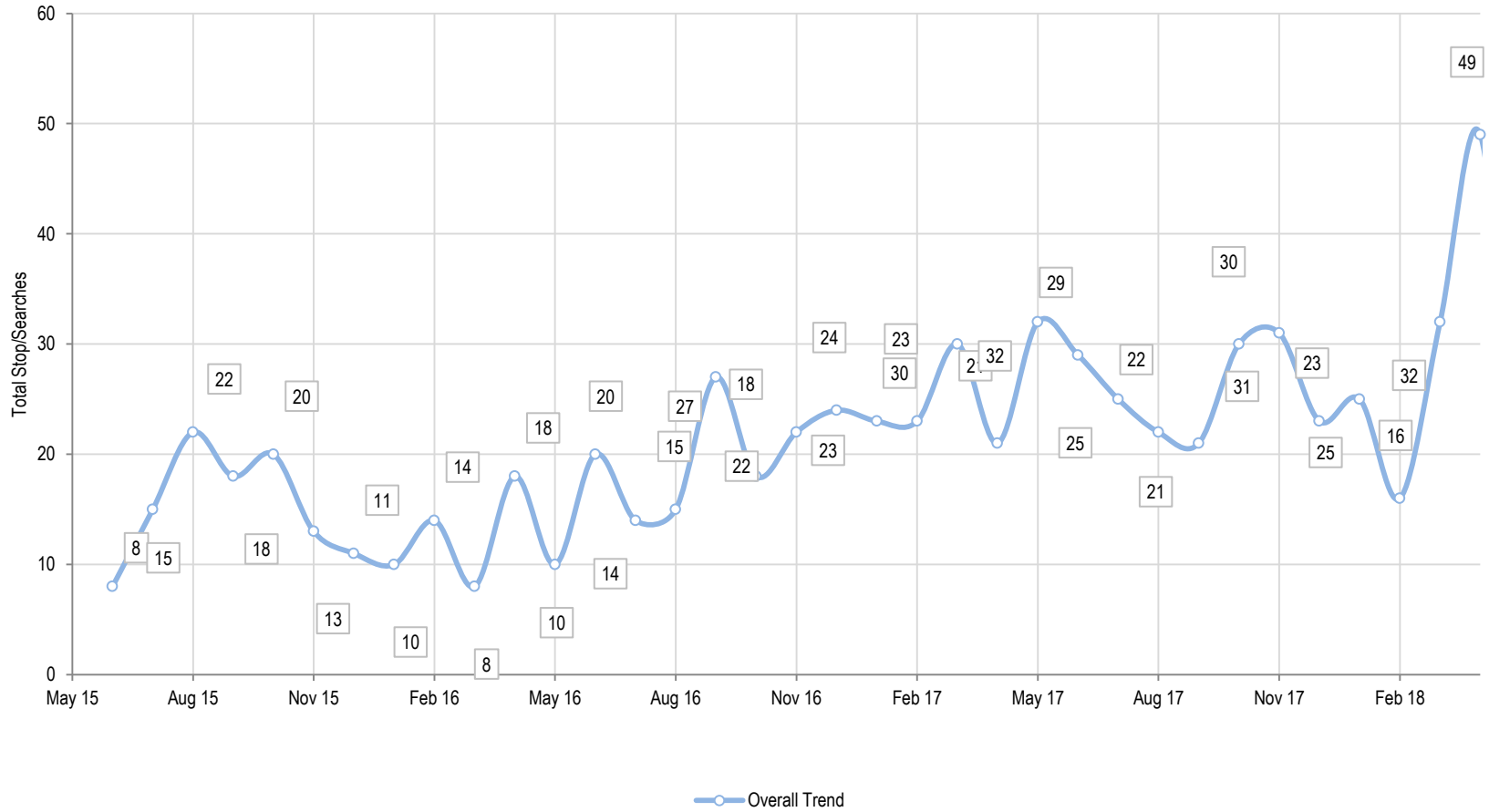
	Apr-17	May-17	Jun-17	Jul-17	Aug-17	Sep-17	Oct-17	Nov-17	Dec-17	Jan-18	Feb-18	Mar-18	Apr-18
Frequency	33	48	40	40	32	41	40	40	43	41	37	54	58



# Total Number of Stop Searches



# Stop Searches for Offensive Weapon



**LEICESTER, LEICESTERSHIRE AND RUTLAND POLICE AND  
CRIME PANEL – 8 JUNE 2018**

**SPECIAL INTEREST GROUP**

**REPORT OF THE SECRETARIAT**

**Purpose of this Report**

1. The purpose of this report is to enable Members to consider whether the Panel should become a member of the Special Interest Group (SIG) entitled 'The National Association of Police, Fire and Crime Panels'.

**Background**

2. Since the establishment of Police and Crime Panels, concerns have been raised that unlike Police and Crime Commissioners who have established a National Association, the effectiveness and development of Police and Crime Panels has been restricted by the lack of a collective voice through which representation to Government and the sharing of best practice can be channelled.
3. On 17 August 2017 Hertfordshire Police and Crime Panel circulated a consultation paper to all Police and Crime Panels seeking views on the creation of a national representative association and the form that such a body might take. The paper set out three possible options:
  1. An independent National Association;
  2. A Special Interest Group within the Local Government Association;
  3. A combination whereby Option 2 was considered a stepping stone to Option 1.
4. The majority of Police and Crime Panels expressed a preference for option number 2: A Special Interest Group within the Local Government Association. Consequently some preliminary proposals were circulated by the Chairman of Hertfordshire Police and Crime Panel setting out the format the SIG could take.
5. On 28 March 2018 the Leicester, Leicestershire and Rutland Police and Crime Panel considered a report containing the available information on the proposals for the SIG, and the Panel resolved that further information was required regarding the Terms of Reference before a decision could be made on whether to join.
6. On 19 April 2018 a Steering Group meeting was held at the Local Government Association offices in Westminster in order to decide upon the detailed framework for the SIG. This meeting was attended by representatives of 21 different Police and Crime Panels including the Chairman of the Leicester, Leicestershire and Rutland Police and Crime Panel, Mr. J. T. Orson JP CC. At the commencement of the Steering Group meeting Mr Orson made it clear that he was present in an observational capacity and had limited authority from his Panel to vote on matters under discussion. During the Steering Group meeting

representatives from 15 Police and Crime Panels confirmed that they would be joining the SIG. It was noted that other Panels could join the SIG at a later date. No commitment was made at that stage that the Leicester, Leicestershire and Rutland Police and Crime Panel would join.

### **Legal framework**

7. It is open to any 10 or more full Local Government Association Members with common features, interests or concerns to form a SIG subject to approval of an application by the LGA's leadership Board. SIG's are able to make representations direct to government and elsewhere on matters arising directly from their special interest. All SIGs are required to submit a full report at the end of April each year to the Leadership Board, covering such matters as their dealings with Government departments.

### **Proposals for the SIG as agreed at the Steering Group meeting**

8. At the Steering Group meeting on 19 April 2018 it was agreed that the name for the SIG would be 'The National Association of Police, Fire and Crime Panels', though legally it would be a Special Interest Group not a National Association. The view of some Panel representatives present was that this name would cause confusion given that in the paper originally circulated on 17 August 2017 consideration was given to creating an Independent National Association rather than a Special Interest Group. However, the majority present at the Steering Group meeting voted for the above name as they believed that in the eyes of the public it would put the Group on a par with the Association of Police and Crime Commissioners, and the general public would not know what a Special Interest Group was.
9. Membership of the SIG would be restricted to those Panels as constituted under Schedule 6 of the Police Reform and Social Responsibility Act 2011 including those that have subsequently taken on fire service matters as part of their remit.
10. Mr John Gili-Ross was elected as interim Chairman of the SIG until the Annual Frontline Conference in November 2018. Mr Gili-Ross is an independent member of the Essex Police and Crime Panel. Alison Lowe (West Yorkshire PCP) and John Adams (Dorset PCP) were elected as Deputy Chairmen.
11. The agreed Terms of Reference for the Special Interest Group were as follows:
  - To provide a forum for collaborative discussion of issues relating to and impacting on Police and Crime Panels (PCPs);
  - To share ideas and experience in response to the expanding role of PCCs and thereby PCPs;
  - To create a mechanism for direct liaison between PCPs and the Home Office;

- To provide an opportunity for dialogue with relevant bodies such as the Association of Police and Crime Commissioners, Association of Police and Crime Chief Executives and others;
- To support the development of joint PCP responses to relevant consultations;
- To promote professional standards;
- To share good practice and create guidance and other supporting materials for PCPs;
- To ensure stability and collective memory in a landscape where PCPs can have significant changes in membership;
- To provide capacity for horizon scanning across all PCPs;
- To promote better understanding of the role of PCPs.

12. The workplan for the Special Interest Group's first year should be as follows:

- Meetings with relevant partner organisations and the Home Office;
- The development of guidance for PCPs on handling complaints;
- Updating the existing suite of LGA / Centre for Public Scrutiny guidance for PCPs;
- Exploring the impact of changes to FRA governance and the enhanced role for PCCs, and therefore PCPs, in this area;
- A review of panel resourcing;
- Promoting and sharing best practice;
- Increasing the public's understanding of the role of panels.

### **Subscription fee**

13. The subscription fee for Panels to join the Special Interest Group will be £500 per annum, though this figure could be revised in future. The £500 figure has not been based on specific costings and it is yet to be clarified exactly what the money will be used for. There is no cost to register a Special Interest Group with the LGA, above and beyond the fee that Authorities already pay to become a member of the LGA. There is a limited amount of LGA support available to host and minute SIG meetings so further administrative support will be required. The Secretariat for Essex Police and Crime Panel have agreed to take on some of the administration for the SIG on the basis that the Chairman of the SIG is one of their Panel members.

14. Frontline Consulting, who currently organise the Police and Crime Panels Annual Conference and conduct the administration for the East Midlands Network for Police and Crime Panels, have stated that they are able to support the SIG but the cost of this would depend on what the group wanted to do.

15. Until the money gained from subscription fees is spent it will be banked by the Authority that hosts the particular Police and Crime Panel that the SIG Chairman is a member of; currently Essex County Council.
16. The conditions of the Home Office Grant for Police and Crime Panels stipulate that the Grant cannot be spent on activity which influences or attempts to influence government or political parties. Consequently the Terms of Reference of the SIG have been carefully drafted to ensure that the subscription fee can be paid out of the Home Office Grant. At the Steering Group meeting on 19 April 2018 verbal indications were given by the Chairman of the Hertfordshire Police and Crime Panel that the Home Office would permit the Grant being used for the purposes of the SIG. Mr Orson CC asked for written confirmation from the Home Office, and it was agreed that this would be requested and forwarded onto Police and Crime Panels. At the time of writing this report the written confirmation had not been received and the Secretariat has been informed that the Home Office has referred the matter to its legal department. The Secretariat will continue to pursue the written confirmation and will table the relevant document at the Panel meeting on 8 June 2018 if it arrives in time.
17. If the Home Office Grant cannot be used for costs associated with the SIG then an alternative funding source for the £500 subscription fee would have to be found by each Panel. The Leicester, Leicestershire and Rutland Police and Crime Panel is comprised of seven District Councils, Leicester City Council, Rutland Council and Leicestershire County Council. Should the subscription fee be divided equally amongst the constituent authorities that would mean a contribution of £50 each per authority. Agreement to this would be required from each individual authority that makes up the Leicester, Leicestershire and Rutland Police and Crime Panel and if one authority were not to agree it would present difficulties for the Panel overall to join the SIG. A further difficulty arises in relation to the processing of invoices. At the Steering Group meeting on 19 April 2018 it was confirmed that separate invoices for the £50 contribution would not be sent to the individual authorities which make up the Leicester, Leicestershire and Rutland Police and Crime Panel and instead only one invoice for the whole £500 would be sent out to the host authority. The processing of the invoice by the host authority and sending individual invoices to the other authorities would create an additional administrative burden for the host authority.

### **Recommendation**

18. The Panel is asked to consider the following:
  - (a) Whether it wishes to become a Member of the Special Interest Group for Police and Crime Panels entitled 'The National Association of Police, Fire and Crime Panels;
  - (b) That if the Panel does agree to become a member of The National Association of Police, Fire and Crime Panels, and the subscription fee is permitted to be paid out of the Home Office Grant, whether the £500 subscription fee should be paid out of the Home Office Grant allocated to the Leicester, Leicestershire and Rutland Police and Crime Panel.

- (c) That if the subscription fee for the SIG is not permitted to be paid out of the Home Office grant whether it can be agreed that each authority that has representation on the Leicester, Leicestershire and Rutland Police and Crime Panel contribute £50 towards the subscription.

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