



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

*Date/Time:* **Wednesday, 25 July 2018 at 1.00 pm**

*Location:* **Meeting Room G.01, Ground Floor, City Hall, 115 Charles Street, Leicester, LE1 1FZ**

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

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

### **Membership**

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

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

**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. Minutes of the meeting held on 8 June 2018.	(Pages 3 - 10)
2. Public Question Time.	
3. To advise of any other items which the Chairman has decided to take as urgent elsewhere on the agenda.	
4. Declarations of interest in respect of items on the agenda.	



5. Annual Report of Police and Crime Commissioner. (Pages 11 - 38)
6. Annual Performance Report. (Pages 39 - 56)
7. Regional Collaboration. (Pages 57 - 64)
8. National Association of Police, Fire and Crime Panels.

*A verbal update will be provided by the Panel's Secretariat.*

9. Date of next meeting.

The next meeting of the Panel is scheduled to take place on 3 October 2018 at 1:00pm.

10. 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 Friday, 8 June 2018.

PRESENT

Cllr. Lee Breckon, JP  
 Cllr. John Bridges  
 Cllr. Stephen Corrall  
 Mr Keith Culverwell  
 Cllr. Ratilal Govind  
 Cllr. Malise Graham  
 Cllr. Kevin Loydall

Mr. J. T. Orson JP CC  
 Cllr. Abdul Osman  
 Cllr. Janice Richards  
 Cllr. Michael Rickman  
 Cllr. Manjula Sood, MBE  
 Cllr. Deborah Taylor  
 Cllr. Alan Walters

Apologies

Ms Mehrunnisa Lalani

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 Poli

1. Election of Chairman.

It was resolved that Mr. J. T. Orson JP CC be elected Chairman of the Police and Crime Panel for the period up to June 2019.

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

2. Election of Deputy Chairman.

It was resolved that Cllr. Michael Rickman be appointed Vice-Chairman of the Police and Crime Panel for the period up to June 2019.

3. Minutes of the previous meeting.

The minutes of the meeting held on 28 March 2018 were taken as read, confirmed and signed, subject to an amendment that the venue of the meeting is recorded as City Hall, Leicester instead of County Hall, Glenfield.

4. Public Question Time.

There were no questions submitted.

5. 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.

6. 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.

7. Change to the Order of Business.

The Chairman sought and obtained the consent of the Panel to vary the order of business from that set out in the agenda so that item 8: Deputy PCC Update would be taken ahead of item 7: Chief Constable's Contract in order that the Deputy PCC could attend to present his item.

8. Deputy PCC Update.

The Panel received an oral update from Deputy PCC Kirk Master regarding his work over the previous 6 months.

The key areas of the Deputy PCC's work were as follows:

- (i) The Youth Commission workplan including consideration of themed areas of work. Organising a Youth Conference to take place at a future date with a focus on improving engagement between the youth and the police, and looking at social media trends.
- (ii) The draft Force Management Structure document which addressed issues such as demand profiling and recruitment. The document had been submitted to Her Majesty's Inspectorate of Constabulary and Fire and Rescue Services who would use it to decide on which areas to focus their inspection programme.
- (iii) Liaising with support groups for persons of Black and Minority Ethnic backgrounds.
- (iv) Improving the diversity of recruits into Leicestershire Police and officers in senior roles within the force. A Gold Group had been convened to consider the issue. The Chief Constable's Governance Board considered all the data relating to the demographics of police officers and staff and a representative from the Office of the Police and Crime Commissioner was always present at these meetings.
- (v) The Serious Organised Crime Strategy.
- (vi) Tackling modern slavery.

Arising from discussions the following points were noted:

- (i) Leicestershire Police had recently received a licence to be a drone pilot police force. The drones could be used for scanning back gardens. The Leicestershire Police website contained advice for the general public on the use of drones.
- (ii) Panel Members raised concerns regarding knife crime amongst people of school age and the issue of how to stop the problem escalating during school holidays. The Deputy PCC gave reassurance that a lot of work was taking place to tackle these problems. It was noted that 25% of people who habitually carried knives across Leicester, Leicestershire and Rutland were associated with urban street gangs or organised crime groups. Preventative work was taking place to deter people from associating with these groups.
- (iii) Modern Slavery was a widely committed crime in both Leicester City and the County of Leicestershire. The PCC was giving consideration to ways of tackling this crime.
- (iv) Members asked that future Deputy PCC updates comprise of a written report as well as an oral presentation. The Chairman and PCC agreed to discuss this further outside of the meeting.

RESOLVED:

- (a) That the contents of the update be noted;
- (b) That the Police and Crime Commissioner be requested to provide a report for a future meeting of the Panel regarding recruitment and retention in Leicestershire Police in relation to people from Black and Minority Ethnic backgrounds.

#### 9. Chief Constable's Contract.

The Police and Crime Commissioner tabled a report which explained how a decision had been reached to extend the term of appointment of Chief Constable Simon Cole. A copy of the report is filed with these minutes.

In presenting the report the PCC highlighted the following:

- (i) It had been agreed that Simon Cole would be offered a 12 month contract as Chief Constable every year for the next 5 years. Legal advice had been sought which had confirmed that this approach was permissible and the Policing Minister Nick Hurd MP had informed that the PCC was entitled to make this decision.
- (ii) The PCC reassured the Panel that whilst he was pleased that he had been able to offer Simon Cole a new contract, he would continue to robustly hold the Chief Constable to account.

Arising from questions the following points were noted:

- (i) Should a new PCC come into office at any point in the future, that new PCC would be able to remove Simon Cole from his position as Chief Constable even though it was intended that contracts be in place for the next five years. Similarly the Chief Constable would be able to resign before the end of those 5 years should he wish

to. Nevertheless, the PCC felt that the proposed extension of the contracts was an important commitment that had been made.

- (ii) Panel members fully endorsed the decision that had been made by the PCC in extending Simon Cole's contract in the way described.

RESOLVED:

That the update on the Chief Constable's contract be noted and the decision to extend the term of appointment be supported.

#### 10. Strategic Partnership Board Update.

The Police and Crime Panel considered a report of the Police and Crime Commissioner which provided an update on proposed developments of the Strategic Partnership Board (SPB) including a new work strand called People Zones. A copy of the report, marked 'Agenda Item 9', is filed with these minutes.

In introducing the report the Chief Executive at the Office of the Police and Crime Commissioner (OPCC) Paul Hindson explained that the SPB was a useful forum for gaining the support and assistance from partners for delivering the Police and Crime Plan. However, the work of the SPB needed to be more focused with greater clarity on what areas it would and would not cover. In future the focus would be on driving cross-agency work to address behaviours that harm the local community so this would be a wider remit than just crime and would also cover health and community safety generally.

Arising from discussions the following points were noted:

- (i) The work of the SPB was being overseen by Gurjit Samra-Rai who was being employed by the OPCC for three days a week. Gurjit Samra-Rai was receiving financial remuneration for this work, and the financial implications were being borne by the OPCC not the local areas.
- (ii) Three localities had been identified as suitable to be People Zones however an announcement would not be made on the precise locations until conversations had taken place with key partners in those localities. Meetings were taking place with the Chief Executives of all District councils in Leicestershire. It could be confirmed that one locality was in the Leicester City area and two were in the Leicestershire County area. The exact geographical boundaries of the People Zones would be clearly defined on a map. In deciding which localities were the most appropriate for People Zones the Index of Multiple Deprivation had been taken into account and crime hotspots had been looked at.
- (iii) The People Zones concept was different to the Braunstone Blues project in that no additional funding was being invested in the People Zones. It was intended that the People Zones would be self-sustainable and rely on existing infrastructure and resources. Nevertheless, elements of good practice had been learnt from the Braunstone Blues project and would be incorporated in a toolkit for the People Zones. Consideration was being given to whether the toolkit could be tested in Braunstone before being used in the People Zones.

- (iv) The funding for the Braunstone Blues project would cease in September 2018 however it was hoped that the infrastructure was in place to maintain the services which were being provided, albeit in a different way with less funding.
- (v) The People Zones project did not preclude Local Authorities from developing their own schemes along similar lines should they wish to.
- (vi) The OPCC acknowledged concerns raised by Panel Members that in attempting to tackle health issues as well as crime the SPB could be taking on too much, however it was pointed out that it was not possible to tackle some crime issues without addressing associated health and welfare issues. It was accepted that whilst crime could not be dealt with in isolation the SPB would need to be aware of its limits.
- (vii) The OPCC agreed to forward to the Panel a list of all members of the SPB and attendees at its meetings.

RESOLVED:

That the contents of the report be noted.

#### 11. Knife crime and Stop and Search.

The Police and Crime Panel considered a report of the Police and Crime Commissioner which provided an update on the approach of Leicestershire Police to knife crime and stop and search. A copy of the report, marked 'Agenda Item 10', is filed with these minutes.

Arising from discussions the following points were noted:

- (i) The PCC supported the increased use of stop and search and was content that Leicestershire Police were using it appropriately and conducted searches in the correct manner. There had been very few complaints. Reassurance was given that work was ongoing to ensure that stop and search was not used disproportionately against people of any particular ethnic background. The data would suggest that females and people of Asian background were searched less than people of other demographics. Panel members asked to receive the data broken down into age groups and ethnicity. Members were also interested to know the percentage of positive searches out of the total number of searches conducted. It was agreed that this information would be provided to Panel Members.
- (ii) Leicestershire Police did use knife wands and knife arches, though they could not insist that a suspect go through a knife arch. There were no plans to increase the amount of equipment Leicestershire Police possessed for the purposes of identifying knives.
- (iii) The month of February had seen a dip in the total number of knife crime offences and the number of possession offences, both of which might be attributable to the cold weather and the shortness of the month.
- (iv) Panel members appreciated the contribution that Warning Zone made in deterring children from carrying knives and expressed disappointment that not all schools in Leicester, Leicestershire and Rutland took their pupils to Warning Zone. It was

suggested that Members could write to the Head Teachers of their local schools and ask that all pupils are taken on a visit to Warning Zone.

- (v) Partnership working was taking place to deter children from getting involved in knife crime during school holidays by encouraging them to get involved in sporting activities such as basketball and street cricket.

RESOLVED:

That the Panel supports:

- (a) The continuing multi-agency approach taken locally to tackle the increase in knife crime in LLR, which reflects the increase nationally;
- (b) 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;
- (c) The multiagency approach being taken by the partnership in dealing with those at risk of carrying a knife or being exploited into doing so;
- (d) The campaign 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.

## 12. Special Interest Group for Police and Crime Panels.

The Police and Crime Panel considered a report of the Secretariat which provided an update on proposals for a Special Interest Group (SIG) entitled The National Association of Police, Fire and Crime Panels which the Panel had been invited to join. A copy of the report, marked 'Agenda Item 11', is filed with these minutes.

In presenting the report the Secretariat highlighted the following:

- (i) As at least 15 Police and Crime Panels had committed to joining the SIG the application had already been submitted to the Local Government Association with the Terms of Reference as set out in the report. It was open to other Panels to join at a later date.
- (ii) At the SIG Steering Group meeting on 19 April 2018 verbal confirmation had been given that the Home Office would permit the Home Office Grant to be used for the purposes of paying the SIG subscription fee. The Chairman of the Leicester, Leicestershire and Rutland Police and Crime Panel Mr. J. T. Orson JP CC had asked for written confirmation but to date this confirmation had not been received. Indications had been given that the Home Office had referred the matter to their legal department for advice.

Arising from discussions the following points were noted:

- (i) The Police and Crime Panel was not a spending committee. Its purpose was to support and hold to account the Police and Crime Commissioner. The Panel could claim up to £53,300 per annum from the Home Office for the administrative costs of



running the Panel and £920 per member for expenses. There was no further budget.

- (ii) Most Panel members were in favour of joining the SIG in principle for at least a 12 month trial. However, some were of the view that further information was required about the purposes of the SIG and the way it would carry out its functions before a commitment could be made.
- (iii) Leicestershire County Council as host authority would not pay the whole £500 subscription fee out of its own budget and were also of the view that the SIG subscription fee was not an appropriate use for the Home Office Grant.
- (iv) Reassurance was given that should Leicestershire County Council as host authority collect the £50 contribution from each constituent authority and forward it on for payment of the SIG subscription there would be a clear audit trail.
- (v) Not all constituent authorities of the Leicester, Leicestershire and Rutland Police and Crime Panel were willing to contribute £50 towards the subscription fee. Therefore if the Home Office Grant could not be used then the Panel could not join the SIG.

RESOLVED:

That the decision on whether the Leicester, Leicestershire and Rutland Police and Crime Panel should join the Special Interest Group entitled The National Association of Police, Fire and Crime Panels be deferred until the Panel meeting on 25 July 2018 to allow the Home Office time to provide clarification on what the Home Office Grant can be used for.

13. Date of next meeting.

RESOLVED:

It was noted that the next meeting of the Panel would be held on 25 July 2018 at 1:00pm.

1.00 - 4.00 pm  
08 June 2018

CHAIRMAN

**POLICE & CRIME  
COMMISSIONER FOR  
LEICESTERSHIRE**

**POLICE AND CRIME PANEL**

Report of	<b>POLICE AND CRIME COMMISSIONER</b>
Date	<b>WEDNESDAY 25 JULY 2018 – 1.00 P.M.</b>
Subject	<b>POLICE AND CRIME COMMISSIONER ANNUAL REPORT 2017/18</b>
Author	<b>ANGELA PERRY, EXECUTIVE DIRECTOR</b>

**Purpose of Report**

1. For the Police and Crime Commissioner to present his Annual Report for 2017/18.

**Recommendations**

2. To note the 2017/18 Annual Report of Lord Willy Bach for the period May 2017 to March 2018.

**Context**

3. Section 12 of The Police Reform and Social Responsibility Act 2011 requires Police and Crime Commissioners to produce an annual report on the exercise of the body's functions in each financial year, and the progress which has been made in the financial year in meeting the police and crime objectives set out in the Police and Crime Plan.
4. As soon as practicable after producing an annual report, the Police and Crime Commissioner must send the report to the relevant Police and Crime Panel, before attending a Public meeting of the Panel to answer any questions regarding it. The Police and Crime Panel is then required to provide a response and/or recommendations regarding the report and the Police and Crime Commissioner is then required to publish a response to any recommendations.
5. The Annual Report for 2017/18 is the second annual report of Lord Willy Bach who was elected to office on 12 May 2016. Lord Bach's own Police and Crime Plan was published on 31 March 2017. This annual report updates the Panel against the objectives contained within the Police and Crime Plan and the activities of Lord Bach since coming into office.

**Implications**

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

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

Equality Impact Assessment: An Equality Impact Assessment was produced for the Police and Crime Plan 2017/21 which is relevant for the Annual Report.

Risks and Impact: None identified.

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

### **List of Appendices**

Annual Report 2017/18

### **Background Papers**

Police and Crime Plan 2017-2021 <https://www.leics.pcc.police.uk/DOCUMENT-LIBRARY/Planning-and-Money/Police-and-Crime-Plan/2017-2021/Police-and-Crime-Plan-2017-2021.pdf>

Annual Report 2016/17 <http://politics.leics.gov.uk/documents/s130717/Annual%20Report.pdf>

### **Persons to Contact**

Angela Perry, Executive Director, Tel: (0116) 2298982

Email: [angela.perry@leics.pcc.pnn.gov.uk](mailto:angela.perry@leics.pcc.pnn.gov.uk)



**POLICE & CRIME  
COMMISSIONER  
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# DRAFT ANNUAL REPORT

**2017/2018**

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## Message from the Commissioner

Half-way through my four-year term as Police and Crime Commissioner (PCC) is a good time to look back on the achievements to date and consider how we might build on this progress for the future safety of those who live in Leicester, Leicestershire and Rutland (LLR).

My Police and Crime Plan, launched last year in close consultation with you, is firmly entrenched, providing us with an on-going focus for all services delivered by Leicestershire Police. So far, we're doing

a good job of fulfilling our goals as independently verified by Her Majesty's Inspectorate of Constabulary, Fire and Rescue Services (HMICFRS). Its recent inspection evaluated our services as "Good" which confirms local people are receiving a high-quality service from their police force.

There are many highlights from 2017-18 including the proactive and robust way we've tackled community problems, particularly antisocial behaviour (ASB). In Countesthorpe, for example, we've continued to work with partners to increase visibility, engage with young people and adopt tough enforcement measures including Public Space Protection Orders (PSPO) to respond to escalating problems – all of which has helped lower levels of ASB.

Policing visibility is increasing and over the last two years, for the first time since 2010-11, we've seen additional police officers recruited to the frontline, including a further 24 (three for each neighbourhood area) for this current year. A reorganisation of our existing resources through the force's new operating model has resulted in more officers out of stations and into our neighbourhoods which is something we all want to see.

Similarly, we increased the footprint of my own office, attending a host of high profile community engagement events across LLR to connect to residents, listen to their concerns and proactively communicate our work.

The financial pressures haven't gone away but we've got smarter in the way we work with a strong emphasis on partnerships and collaboration to improve efficiency. We've continued to explore opportunities to share resources with our local partners including co-location to keep our officers accessible in the communities in which they serve.

Victims too will benefit from enhanced resources to help them recover from crime. I've listened very carefully to the views of people who've experienced our recovery services first-hand and as a result a new contract will commence on August 1 to deliver community-focused services. This means help will be available where and how people are most likely to access it including in our stations and via WebChat. It will not only be more flexible but will provide better value for the public.

I've put a lot of emphasis this year on call handling. People need to know they can contact police easily when they need them and I'm pleased that now more than nine out of ten 999 calls are answered within 10 seconds thanks to major improvements in this area. There have also been faster response times and improved abandonment rates on the 101 non-emergency number – all of which are vital for public confidence.



## NOT PROTECTIVELY MARKED

Internally, we've taken positive steps to achieve a more diverse and representative force which mirrors our communities. A Strategic Group under the leadership of the Chief Constable has been developed to evaluate recruitment and promotion processes and the results are encouraging with almost two thirds of recent assessment centre candidates coming from underrepresented groups.

Looking forward, I have exciting plans to improve the way we manage negative behaviour and destructive lifestyles which impact on community life. I'd like to empower ordinary people to take charge of their neighbourhoods as well as give our professionals greater tools to rehabilitate offenders.

Two key areas of work in the pipeline include:

**People Zones:** The development of community-run projects across LLR where neighbourhoods decide for themselves how they want to improve their areas and receive support from specialist public services to achieve their ambitions.

**Criminal Justice System Devolution:** Working with the Ministry of Justice and regional partners to influence local rehabilitation and resettlement services to reduce reoffending. Since the partial privatisation of probation in 2015, there has been significant adverse publicity regarding the service's performance. I intend to work with the Ministry of Justice to turn this around by developing a much more localised approach to rehabilitating offenders.

The remainder of my term will be very much performance-focused. We all have one overriding goal; to make our unique and diverse area safer. We've achieved a great deal but there is much, much more to do.

I look forward to it.

**Lord Willy Bach**  
**Leicestershire Police and Crime Commissioner**



## MY ROLE

Ultimately, my role as PCC is to represent you, the public, and hold the police to account on your behalf. I was elected into this position by you and my chief responsibility is standing up for your views and ensuring you get the best possible policing service.

As your PCC I make key strategic decisions designed to make our communities safer. To ensure I deal with the things that matter most to you, I talk to you and ask you to share your views. This is one of the most rewarding aspects of the job and is why I attend so many community events across the force area during the year. This is a wonderfully diverse place to live, work or visit and it's my duty to ensure everyone has a voice and the opportunity to influence the counties in a positive way.

My office has its own budget and the flexibility to commission a variety of different services to improve public safety and support the recovery of victims of crime. I'm also responsible for the overall police budget, something I monitor very regularly to ensure the force remains efficient and effective and spends your money wisely.

Leicestershire Police cannot achieve everything on its own. Our growing population has increased pressure on services which are already under resourced. Multi-sector partnership working is critical to overcoming these difficulties and ensuring we deliver the best possible policing service for LLR.

The police are usually the first and last resort in an emergency – even when a problem lies outside its area of expertise and capabilities. There are often more appropriate services in place to help and my task is to connect with these organisations to ensure the right professional responds from the outset.

Although I'm not responsible for operational policing such as crime investigation, which is entirely the role of the Chief Constable, I am expected to monitor the standards of the force's performance and ensure it is meeting my aims as well as highlight areas of concern.

## THE YEAR IN A NUTSHELL

During 2017-18 there were two over-riding issues; the need to secure an appropriate funding deal to keep people safe and the need to manage the growing threat of terrorism.

The necessity to increase vigilance and security measures in the wake of last year's terror atrocities inevitably put further strain on the already challenged budget. Throughout the year I campaigned relentlessly for a better funding settlement, using every tool at my disposal. I believe that we had some success, but I am aware that there is more to do.

### April

On-line crime reporting is launched, enabling people to provide details of a crime at a time and in a way that is convenient to them, linking in with my Police and Crime Plan pledge to increase accessibility.

### May

I launch a new Crime Prevention Grant. Worth a total of £250,000 per annum, it offers local organisations financial help for projects tackling crime and ASB or improving community safety.

### June

I issue an invitation to all newly-elected local Members of Parliament to discuss the funding challenges faced by policing in austerity and change.

### July

## NOT PROTECTIVELY MARKED

I secure an extra £600,000 to provide more help and support for victims of domestic abuse and sexual violence across Leicester, Leicestershire and Rutland.

I launch my campaign against knife crime #LivesNotKnives and fund new projects to help the police tackle the problem.

**August**

I am proud to speak at the Caribbean Carnival, that huge happy party that wonderfully illustrates the cohesive community we share.

I approve the new operating model for policing which is designed to put more police on the streets when they are most needed.

**September**

I take part in Leicester City Pride's march, which exemplifies the spirit of tolerance and fun.

I release plans for a new, more economical, police station to be located on the site of the current station on Hinckley Road, Leicester, including a public enquiry office.

**October**

I call for a new law to quash the criminal convictions of sexual abuse victims.

'Stamp it Out', a film tackling Hate Crime, funded by my office and featuring sports stars from across LLR, is launched during national Hate Crime Week.

**November**

With the support of MPs in LLR I campaign to ensure better funding for local policing.

**December**

My new Chief Executive takes up his post.

I commission Leicester City Council to provide a specialised combined Police and Ambulance (PolAmb) vehicle to keep people safe on nights out in Leicester City centre.

I launch a survey to gauge public opinion about increasing the precept for local policing by £12 per annum for a Band D household as proposed by the Minister for Policing

**January**

The results of my survey show a strong public approval for the 6.4% precept increase: 1,743 residents responded with nearly three-quarters signalling their support.

My budget saves 52 officer posts and funds a further 24, securing a total of 76 police officer posts. Plans agreed for four further sexual offences investigators and a positive action post to help the workforce to better represent the diverse communities of LLR. Investment confirmed in technology to enhance mobile capability and to enable a mobile fingerprint ID facility.

**February**

## NOT PROTECTIVELY MARKED

My new Chief Finance Officer is confirmed by the Police and Crime Panel

The month is overshadowed by the explosion on Hinckley Road, Leicester. I visit the devastated site to personally thank Leicestershire Police, Leicester City Council and other emergency service workers and volunteers working in sub-zero temperatures.

**March**

I agree to invest £35,000 with Leicestershire Search and Rescue (LeicSAR) to fund the development of a new mobile Incident Command Unit.

Leicester City's star goalkeeper Kasper Schmeichel joined me and representatives from sports projects from across Leicestershire to celebrate a shared windfall of almost £70,000 as part of a drive to empower young people to turn their backs on crime.

DRAFT

## PARTNERSHIP

### STRATEGIC PARTNERSHIP BOARD (SPB) AND PARTNERSHIP WORKING

Modern public services are complex and interdependent. A single agency working alone cannot achieve very much, but together we can make a huge difference. I saw an example of this in the response to the Hinckley Road explosion in Leicester in February. In this incident, the emergency services pulled together, jointly assessed the situation, built an agreed plan of action and implemented it effectively while also listening and engaging with the local community. Considerable support was offered from within the area itself including shelter, food, comfort and other practical measures which made a difference to the outcome. It was a shining example of what can be achieved from collaboration between multiple organisations.

The Strategic Partnership Board (SPB) is the ideal vehicle for cementing these interagency relationships. It brings together all the top decision makers across LLR to share expertise and plan future safety work. Without it I could not achieve the goals of my Police and Crime Plan because so many of my ambitions depend on the work of our partners in the Health Service, local authorities, the Fire Service, probation and many more.

Over the past year SPB has developed key projects in our local communities:

**Braunstone Blues (BB)** – A highly successful collaboration between the fire and rescue service, police and health to address community issues that are detrimental to the wellbeing of Braunstone residents. The programme focusses on individuals who place the highest demands on reactive public services and addresses the underlying causes of their behaviour, drawing on support from community resources including children's centres and food banks to solve problems.

**Pro-Active Vulnerability Engagement (PAVE)** – PAVE works with people across LLR whose vulnerability often causes them to place high demands on reactive public services. Often this is related to mental health problems and the PAVE team works with the individual to achieve stability and security in their lives.

**Protection of young people at risk of Child Sexual Exploitation:** This project is designed to enhance the work of the police in addressing the sexual exploitation of children. It works with vulnerable groups of children to build their understanding of, and resistance to, sexual exploitation, including online exploitation.

In the future, using the lessons learned from these successful models, I will, with partners, launch People Zones which will build on our progress, utilising the strength and the skills of the local community, working at grassroots level to solve problems and engaging multiple partners to tackle issues holistically.

People Zones will not cost local agencies or communities an extra penny to fund, but I have agreed to use my PCC Prevention Fund to support local initiatives in People Zone areas. I will continue to work closely with community safety partnerships across LLR to develop People Zones and to increase public safety more broadly.

## NOT PROTECTIVELY MARKED

In 2017-18, I have agreed funding for:

- 24 new officers within Neighbourhood Policing Areas
- Four sexual offences investigators
- A positive action post
- Increased digital capability
- A children's worker across Blaby and Hinckley to support children and young people who have witnessed domestic abuse
- The development of the Rutland Neighbourhood Watch App to facilitate the sharing of information in relation to crime and ASB
- The development of a new mobile incident command unit for Leicestershire Search and Rescue Service (SARS) to enhance their life-saving work
- A variety of sports-based initiatives across the city and county to engage with young people and support them to make positive choices.

## COLLABORATION

Crime is becoming more complex and police forces need to adapt to this change, finding new and more cost-effective ways of increasing our capacity and capability to respond to each new threat as it emerges.

I have worked closely with Police and Crime Commissioners across the region to deliver policing and support services collaboratively where it makes sense to do so, providing specialist capability, supported by state of the art equipment which has the technology to target serious crime groups operating across, and often beyond, regional boundaries. These crime groups do not recognise geographical boundaries and so our response must extend beyond the force area, sometimes dealing with issues that range beyond national borders.

Leicestershire is involved in a number of regional collaborative arrangements dealing with areas from special operations and major crime through to Legal Services, Human Resources and Learning and Development.

For instance, there is a specialist regional unit dealing with serious and organised crime, crossing force boundaries and posing a serious threat to the safety of our communities. Last year this unit alone made 290 arrests, collected £1.3m from the assets of offenders, made seizures of 1.4 million units of drugs, made over 400 tactical and strategic disruptions of serious crime activities and recovered 16 firearms.

This team has specialist equipment and skills that enable it to target serious crime groups more effectively than any individual force acting alone would be able to. This includes, amongst other things, a Protected Persons' Unit, a regional Cyber Crime Unit, a Criminal Finance Unit, a Technical Surveillance Unit, a Covert Operations Unit and an Intelligence Unit. These are only some of the specialist capabilities that enable the regional service to minimise the threats posed by organised crime groups whose offending includes human trafficking, money laundering, organised violence and economic crime.

This same unit provides the regional forensic capability, undertaking DNA testing, fingerprint analysis, blood profiling, and other services to enable effective convictions when the offenders committing these serious crimes are identified and arrested. For instance, it undertakes around 700 fingerprint submissions per month. Similarly, it attended around 600 crime scenes per month, achieving outcomes and/or recovery in roughly 400.

## NOT PROTECTIVELY MARKED

This unit is supported by other regional collaboration services. For example, East Midlands Operational Support Services provides the firearms response to serious incidents. The same unit also deals with the policing of our roads, managing serious road traffic accidents and maintaining the smooth functioning of our network of roads in Leicestershire, which is so essential to the local economy.

Another unit oversees all the custody cells in the area, ensuring that offenders are appropriately managed from the first point of detainment, and prepares the files to enable prosecution by the Crown Prosecution Service.

There is also a unit providing legal advice, a unit that provides training for officers and police staff and another unit that provides specialist legal advice. Without all of this specialist regional capacity Leicestershire Police would not be able to function as effectively as it does and organised crime groups would cause far more harm to local communities than they are able to do.

### **POLICE AND CRIME PANEL**

My work is scrutinised by the Police and Crime Panel. I am grateful to the Panel for its support and role as my challenging friend. I have attended six meetings of the Panel in this second year.

Among the activities it undertakes is reviewing the content of my Police and Crime Plan and my annual precept proposals, which establish how much council tax local people pay towards policing. In 2017-18, the panel unanimously accepted my recommendations for a 6.41% in 2018-19 increase to sustain services and provide the means for additional officers for the frontline.

Police and Crime Panels provide transparency and accountability and protect the integrity of decision-making processes. Meetings are always open to the public, widely accessible thanks to live web broadcasts, and documented to enable the public to evaluate my performance and any concerns raised by the panel.

## DELIVERING THE POLICE AND CRIME PLAN

The Police and Crime Plan sets out a four-year blueprint, showing how I intend to increase public safety in LLR. It reflects your priorities as residents and focuses on areas you've raised as concerns while driving the operational work of the force.

I've undertaken extensive consultation to gather your opinions. Feedback from surveys, public meetings, walkabouts and policing roadshows has fuelled the development of my top priority areas to help me allocate resources more effectively. My goal is to build confident communities in partnership with the public and to do this we must keep the conversation flowing.

The pivotal theme of the plan is prevention. If I can provide help for the problems that drive criminality and successfully rehabilitate those already caught in the system, the motivation to commit crime will reduce. This will have a long-term positive impact on safety and decrease demand.

There are also organisational goals to improve efficiency including our inter-force collaboration work and our ambitions to create a more diverse workforce which truly reflects the community.

I want our approach to stand out, nationally, as a beacon of success.

### What I have achieved

Considerable progress has been made on The Five Vs in my Police and Crime Plan.

#### Visible Policing

Operational staff in Leicestershire Police spend nearly 60% of their time in local communities. Even when they aren't actually out in the community they are locally based, often in the local police station dealing with arrests or investigations. The force has been re-organised in the past year to maximise the amount of time that police officers and community support officers spend with you in your local neighbourhoods and this has resulted in around 16,000 extra hours of direct time in communities.

- I have approved the appointment of 24 new police officers to work in local neighbourhoods. This is on top of the eight approved when I set my first budget, who have now come into post.
- Implementation of new digital webchat crime-reporting facility
- Recruitment of two new cybercrime volunteers to support prevention work and the sharing of online resources across multi-agency partners
- Rural crime workshops for officers and PCSOs delivering specialist training on rural issues

#### Viable Partnership

- The Strategic Partnership Board has met throughout the year, chaired by me, in support of the delivery of my Police and Crime Plan
- A group of partners, commissioned by me, has conducted an analysis of demand on emergency services, allowing us to reshape our responses by developing People Zones
- Meetings held with Clinical Commissioning Groups to discuss partnership working in the future
- New stakeholder database established. In future, monthly meetings with engagement managers in key organisations across LLR will be held.
- Mapping exercise undertaken covering community groups across LLR



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**Victims**

- Reviewed provision of victim's services through the Victims and Witness Partnership Assurance Group. This has resulted in the recommissioning of Victim First and associated services to improve flexibility and reach.
- Produced a number of high-profile videos and wider awareness campaigns across areas of Child Sexual Exploitation (CSE), Domestic Abuse and Sexual Violence to increase reporting of hidden crimes.
- Secured £600k from the Violence Against Women and Girls (VAWG) Transformation Fund on behalf of an LLR partnership to enhance the service we provide to victims of sexual and domestic violence including a Black and Minority Ethnic (BME) mentoring and community champion service. We have also commissioned an out of court disposal for those starting to exhibit domestic abuse behaviour.

**Vulnerability**

- Funded a variety of community-based, grass roots organisations to help young people at risk of criminality make positive lifestyle choices
- Recommissioned, in partnership with the city council, the old Anchor Street service into a Recovery Hub (No. 5 Hill Street) with a strong focus on supporting street drinkers to move on positively with their lives.
- Trained police officers through the Partnership Mental Health First Aid programme to respond compassionately and professionally to people suffering mental ill-health. In addition, the Mental Health Triage car is in operation to proactively attend police incidents.

**Value for money**

- HMICFRS' Value for Money Profile for 2017 shows that Net Revenue Expenditure per head of population is lower for Leicestershire than the national average, indicating proper arrangements are in place to secure value for money for the public.
- The successful 'Change Board' has continued to consider emerging issues and requests for additional funding throughout the year. This reflects my ongoing commitment to be more responsive and reflect changes in budget demand as issues arise.
- Continued use of local trade companies for buildings maintenance and minor works contracts to support Leicestershire's economy through locally-sourced labour forces and locally-sourced materials.
- Our external auditors concluded that we have put in place proper arrangements to secure value for money in our use of resources.

**How do we know what's working?**

We continually track every commitment in the plan and report our progress to the Strategic Assurance Board. Performance outcomes are also reviewed by the Police and Crime Panel for which I'm held accountable. HMICFRS carries out periodic inspections to ensure Leicestershire Constabulary is meeting its local and national policing requirements. All of the findings from our monitoring systems and those of HMICFRS are available to the public for examination.



## INDEPENDENT CUSTODY VISITING SCHEME (ICVS)

One of the most critical scrutiny functions is performed by members of my Independent Custody Visiting Scheme (ICVS). ICVs are volunteers who make unannounced weekly visits to the force's three custody suites at Beaumont Leys, Keyham Lane and Euston Street to talk to those in custody, check on their wellbeing, inspect custody records, assess the standard of facilities and ensure the care of detainees is in line with legislation.

All three custody suites operate 24/7 and custody visitors carry out a minimum of one visit per week per suite. To ensure inspections remain unpredictable and irregular, the visits take place across 35 timeslots in a seven-day period. Over the last year, apart from one time slot at Euston Street custody suite, visits were undertaken across all times of the day and days of the week.

The total number of detainees through custody in 2017/2018 was 13,856. Working in pairs, volunteers carried out 152 visits last year compared to 145 the previous year.

The total number of detainees in custody at the time of custody visits was 1,092 and of these 480 (44%) were offered a visit from an ICV, of which 460 (96%) of those offered a visit agreed to be seen.

The remaining 567 (52%) were not available to be visited for a variety of reasons e.g. in interview, in hospital, out of cell, or asleep and the remaining 43 (4%) were not visited upon the advice of custody staff due to intoxication/aggressive behaviour.

I observed one such custody visit on Volunteers' Week in June 2017, which provided an insight into the great work carried out by the independent custody visitors (ICVs). I am proud that our scheme holds the Investing in Volunteers (IiV) award, the UK quality standard for good practice in volunteer management which is awarded by National Council for Voluntary Organisations (NCVO).

ICVs can make a real difference to what happens to detainees. On one occasion last year they removed a potential ligature from a detainee, which could have been used to harm himself. Learning from these types of incidents allows us to improve the management of detainees on all sites.

There were some minor issues reported throughout the year but overall, the findings from the ICV scheme were very positive and showed effective arrangements were in place to safeguard detainees and comply with legislation. All issues were swiftly resolved, and the outcome of all visits was reported to the Police and Crime Commissioner and Chief Constable.

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

- "All detainees very positive about their treatment"
- "Request immediately followed-up"
- "Staff helpful"
- "Detainee gave credit to police for looking after him – G4S"
- "Observed a very sympathetic booking in procedure"

As of May 2018 there were 26 independent custody visitors in the scheme. I personally wrote to all independent custody visitors to thank them for their contribution to the scheme and for their excellent end of year performance.

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In addition to the local ICV scheme, I am a member of the national Independent Custody Visiting Association's (ICVA) Board of Directors. This provides me with the opportunity to influence and drive improvements to custody visiting nationally.

### PERFORMANCE MANAGEMENT

I hold a number of meetings to examine police performance. This includes my weekly one-to-one meeting with the Chief Constable during which we consider the most urgent issues of the moment and address immediate concerns. I also hold a weekly meeting between the force chief officer team and my own senior management team. This meeting again considers urgent operational issues and identifies any risks or trends.

More formally, I hold a monthly Strategic Assurance Board meeting at which the police submit reports on aspects of their work such as managing the growing threat of cyber-crime or terrorism. The purpose of our work is to review performance and identify any areas of improvement as well as monitoring the management of the finances. I also hold meetings to review the findings of police audits and inspections to ensure they are being addressed.

### JOINT AUDIT AND ASSURANCE BOARD (JARAP)

The Chief Constable and I have a duty to deliver good value for money and to ensure every penny and every decision we make delivers the best possible service to local people. The Joint Audit, Risk and Assurance Panel (JARAP) is an independent body whose aim is to protect the integrity of the force, ensure public money is spent effectively, and instil confidence in the way policing is delivered among the public. The Board also ensures the force maintains statutory compliance.

The JARAP met four times during 2017/18 and has produced its own annual report which is available at: <https://www.leics.pcc.police.uk/DOCUMENT-LIBRARY/Transparency/Meetings/JARAP/2018/20th-June-2018/Item-9-Draft-Annual-Report-of-JARAP.pdf>

### ETHICS INTEGRITY AND COMPLAINTS COMMITTEE

The Ethics, Integrity and Complaints Committee rigorously examines the work of the force and its personnel to ensure it meets the highest ethical standards.

Committee members advise the PCC on the complex dilemmas facing policing and has a wide remit from the conduct of individual officers and staff through to police complaints and the use of technology and its impact on privacy. It provides another layer of oversight to maintain fairness and balance in the force's decision-making processes.

During 2017-18, issues referred to the committee included the examination of stop and search performance, workforce diversity arrangements and BME recruitment policy and Home Office recording rules which require incidents involving children below the age of responsibility to be logged as crimes.

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## MAKING A DIFFERENCE

As well as my own audits, the force is subjected to regular review by HMICFRS. These inspections, which highlight successes as well as shortcomings, ensure forces are succeeding in their duties to keep people safe.

The force has acted upon a number of recommendations in the past 12 months which has positively impacted on performance and service quality and contributed to our recent grading of “good” in HMICFRS’ most recent PEEL: Police effectiveness 2017 inspection report in March 2018.

This inspection followed an earlier PEEL efficiency assessment in November 2017 in which the force was assessed as “requiring improvement” despite praise for its collaboration work with neighbouring forces and the way hidden demand is managed. One of the main issues raised in this report related to contact management processes in the handling of 101 non-emergency calls. Work to redress the situation was immediate and changes made have seen a 40% improvement in timeliness of 101 call answering and a 20% reduction in call abandonment rates. The current pick up time is six seconds for 999 calls and 36 seconds for non-emergency calls.

Last summer, we were also one of a number of forces to receive a critical audit by HMICFRS about our crime recording. In response, a number of changes were implemented including additional staff deployed to back-office recording duties, ‘live transfers’ of callers to an investigation management officer to record non-urgent crime and additional staff training in the Contact Management Department. The increase in recorded crime that we are now seeing in part reflects our response to that audit.

More recently, HMICFRS praised the positive work undertaken to reshape the workforce through the new operating model, Darwin. In this inspection, no areas of improvement were identified and the force was graded as “good” at keeping people safe and reducing crime, investigating crime and reoffending and protecting vulnerable people.

In conclusion, it said the force was:

- Fully committed to identifying and helping vulnerable people
- Recognising when people are at risk of harm and providing a comprehensive range of services to deal with mental ill-health
- Providing a better service to victims of domestic violence
- Offering comprehensive professional support to victims of sexual assault through an ‘exemplary’ sexual assault referral centre (SARC)
- Demonstrating a strong commitment to reducing reoffending, working with partner organisations to divert people from crime.

Leicestershire has one of the fastest-growing populations in England and Wales and demand continues to grow rapidly. This is reflected in calls for service. Last year, the force received 11,014 more ‘grade one’ emergency 999 calls than five years ago. Meanwhile, around 500,000 101 calls are received every year. Only 40% of these are about crime which means call handlers are frequently directing people to other agencies.

Unsurprisingly given the funding cuts faced by the police and our public sector partners, crime figures have increased. A 19% rise has been recorded in the crime actually reported to us which is in line

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with national trends. Some of this is due to more robust recording systems. However, the rise in violent crime can be partly attributed to more victims of domestic violence feeling confident to report their experiences to the police. Last year, we had 18,181 incidents of domestic abuse reported to us – 49 every single day. The number of sexual violence offences has also increased for the same reasons.

To manage these demands, we've had to become more efficient in the way we work and investigate crime. Our award-winning Digital Hub is now turning around computer examinations in 21 days rather than the 540 of a few years ago. Meanwhile, the work of our Integrated Offender Managers has driven down the collective offending of 316 of the most prolific offenders by 30%.

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## COMMISSIONING

I commission a number of other services to support my work. Commissioning involves understanding what services are required, planning and designing those services, purchasing them and monitoring them to ensure that they deliver what is required.

The largest of these is the service I commission to support victims of crime. This is called Victim First and over the past year it has:

- Supported 2,055 victims
- Achieved positive outcomes for over 96% of victims supported
- Achieved a satisfaction rating of 87.2%

The original Victim First contract will end in July 2018, and we have spent a lot of time over the past year re-designing the service in consultation with citizens across LLR and wider stakeholders.

The new service will:

- Provide a greater community focus with caseworkers working across the LLR community
- Offer new digital services allowing victims to be supported via web-chat (from December 2018)
- Enhance the current availability of restorative justice, where victims are able to meet perpetrators and seek resolution that is suitable for them
- Provide more dedicated support for young people who are victims of crime

Victim First is part of a suite of victim's services which I fund (a full list of which can be found in appendix 1). Another service of note (and one which I jointly commission with the local authorities) is the specialist service for victims of domestic abuse and sexual violence through a contract with a consortium of specialist women's services known as United Against Violence and Abuse (UAVA).

Over the past year the UAVA service has:

- Received 8,569 calls to the helpline
- Established 1,753 safety plans for victims/survivors
- Commenced face-to-face support with 1,882 victims/survivors
- Delivered 270 group support sessions
- Held 1,500 one-to-one therapeutic sessions (via specialist therapeutic providers as sub-contractors)
- Helped 91% of service users feel safer while 73% have improved health and wellbeing and 70% have experienced less domestic violence.

But this is not all - for example:

- I address knife crime through a grant to the Cooke E-Learning Foundation which is initially working with young people in Beaumont Leys to reduce knife crime in the area.

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- I support developmental services for families by supporting the troubled families' agenda within each locality (Think Family in Leicester City, Supporting Leicestershire families in Leicestershire and Changing Lives in Rutland).
- I support the employment of ex-offenders by contributing funding to Leicestershire Cares which facilitates the provision of supported work placements.
- I help educate school children about the risks of crime, particularly cyber-crime, through my funding for Warning Zone.
- I support work with young offenders by jointly funding the work of the Youth Offending Services in Leicester City, and Leicestershire and Rutland.
- I invest in prevention by making grants available through my Prevention Fund such as funding Shama Women's Centre to deliver their ESCAPE (**E**mpowering, **S**upporting women and girls to **C**ontrol **A**nd **P**revent **E**xploitation) project

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## KEEPING IN TOUCH

One of the most rewarding parts of my job is getting out and about meeting people in Leicester, Leicestershire and Rutland. I could not have achieved any of this without your support and it is a real privilege to be able to exchange ideas and views with the people I represent.

The real challenge facing society is changing human behaviour. The vast majority of those who live and work in LLR behave positively. This is not achieved by the work of public services: it is achieved by the work of parents and families, employers and work colleagues and friends and networks of people working together across our communities to promote good values. So, in order to sustain and improve our society and make it as safe as possible, I need your continued support to help people change. The impact of this change will be beneficial to all of us.

I am expanding my public engagement work all the time. We've covered a lot of ground during the past 12 months from Neighbourhood Watch meetings and cultural heritage days through to garden parties, business discussions, Lesbian, Bisexual, Gay and Transgender (LGBT) group meetings, Leicester Pride and tenant association visits. In all, sixty-five such visits took place during the year. We live in a dynamic area which is why my engagement activity embraces such a huge variety of activities. Regular community visits include:

**Patch Walks** – Patch Walks allow me to experience an estate or a neighbourhood first-hand and see for myself the problems it has to cope with. Leicestershire Police covers one of the most diverse areas in the country and each of our neighbourhood areas has different needs. These events also bring together multiple partners. I'm often joined by representatives from the local authority and parish councils with the aim of solving problems together.

**What Matters to You Events** – The Chief Constable, Simon Cole, and I have taken our stand to seven different locations across LLR to meet local people and listen to their views. Our presence usually draws a strong crowd with people seizing the opportunity to talk to us one-to-one.



## YOUTH COMMISSION

I have recruited a dedicated group of young people to help advise me on youth matters and undertake research. In 2017-18, Youth Commission members focused on Child Sexual Exploitation (CSE), Cybercrime/Hacking, Drugs and Alcohol Abuse, Hate Crime, Knife Crime, Stop and Search and Use of Force, with appropriate training from the police. I am now encouraging this group to run its own public think tank exercise on youth issues in early autumn. I have also brought together a group of young people who have previously been involved in crime so that they can help me understand the pressures that drive people to crime and how best to support their rehabilitation.

## CONSULTATION

I have consulted regularly with members of the public and I am grateful for your responses. In the coming year I want to establish a consistent group of people through which I can discuss topical matters at very short notice. This 'Focus Group' will be a representative group that reflects our diverse society – and a group of people who want to make a difference.

On top of this many of you prefer to communicate with me through email to my address: [Police.Commissioner@leics.pcc.pnn.gov.uk](mailto:Police.Commissioner@leics.pcc.pnn.gov.uk). I am also accessible on Twitter and other social media – see @FightBach and @LeicsPCC. I always want to hear from you – whatever you have to say – and I am always looking for new ways to keep in touch.

During 2017-18, a total of 1,931 items of public correspondence were received by my office. I cannot thank you enough for this feedback. Our communities are hugely valuable to our success. Without your support we would not be able to develop services that meet your needs or the pressures of modern policing.

I have positive plans for the future and want to explore the idea of empowering local people to lead on local issues. In the year ahead, I want to develop public think tank exercises to tackle complex issues and progress the creation of a Young Adults Project (YAP) consultation body to further bridge the generational gap between police and young people.

## MONEY MATTERS

The total budget for 2017-18 was set at £171.639m which was an increase of £0.799m compared to the previous year. This represented an increase in resources of 0.47%.

Approximately two thirds of this came from government grant with the remainder coming from the police precept, which is raised through Council Tax.

In line with my Police and Crime Plan commitment, I increased the precept by the maximum amount allowable in order to ensure that the police had sufficient funds to keep our communities safe.

Within the budget I managed to invest in eight new police officers in addition to the ten additional officers that I funded in the previous financial year. This increased the total number of police officers from 1,764 to 1,782.

Within the financial plans I also invested a sum of £2m in capital funding for 2017-18 and committed to a further £2m for 2018-19 for the continuing implementation and roll out of more agile IT equipment enabling police officers to work more efficiently and spend more time in the communities they serve.

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The accounts for 2017-18 have been produced and show that the expenditure on policing services over the last year was managed very well. The total spend was within £120,000 of the overall budget of £171.639m which represents a variance against budget of just 0.07%.

The money for 2017-18 was spent as follows:

	<u>%</u>
Police Pay and Allowances	56%
Staff Pay and Allowances	21%
Other	17%
Regional Collaboration	6%
	<u><u>100%</u></u>

### Budget Setting 2018-19

In January 2018 I set my second budget and precept, this time for 2018-19. We were given a 'flat cash' settlement from Government which means that our government funding did not increase. However, we were encouraged by the government to increase our Council Tax by up to £12 on a Band D property. This equated to an increase in Council Tax of 6.41%.

Despite the ongoing extremely difficult financial environment, this increase enabled me to protect 52 officer posts and, crucially, add a further 24 police officers to our Neighbourhood Policing Areas (NPA). Three officers were added to each NPA. I also agreed to fund four more staff to support the fight against rape and modern-day slavery and a further member of staff to assist in the positive action team which is responsible for attracting police officers from all ethnic backgrounds to join the force.

### Future Financial Challenges

Although I have to set a budget each year I also have to prepare for the financial forecasts for several years ahead. These forecasts are very challenging and mean that we need to make savings. As you can see in the table below, it is anticipated that we will have a shortfall of £9m in 2022/23. I am already working with the chief constable to prepare for this by improving our digital services, working in partnership with other local partners and neighbouring forces and modernising the way we use all our resources.

	2018-19	2019-20	2020-21	2021-22	2022-23
	£m	£m	£m	£m	£m
Net Budget Requirement	176.3	181.2	185.6	188.9	193.5
Net Funding	176.3	181.2	182.2	183.3	184.5
<b>Funding Gap</b>	<b>0.00</b>	<b>0.00</b>	<b>3.40</b>	<b>5.60</b>	<b>9.00</b>

## IN CONCLUSION

It has been an absolute pleasure to work across such vibrant communities.

Of course, there's still a lot to do but we must also take the time to reflect on our successes and to build on those foundations.

I am quite clear. The police cannot work in isolation and increasingly we are redrawing the boundaries in terms of our work with our statutory partners and third sector organisations. We are seeking to improve the services currently in train and introduce better ways of working in new areas. We are nothing if not ambitious.

To that end I want to celebrate the fantastic work that has been delivered over the past two years and challenge us all to do even better over the next two years.

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Appendix 1 – Victim’s Services

<b>Service name</b>	<b>Delivery organisation</b>	<b>Provision</b>	<b>Geographical reach</b>
Victim First	Catch 22	Generic victim support - contract up until 30th September 2017	LLR
Target Hardening	24/7 Locks	Target hardening via UAVA or Victim First - contract up until 30th September 2017	LLR
Child Independent Sexual Violence Advocate (ChISVA)	FreeVA	Support/Advocacy for child victims of sexual violence - contract up until 30th June 2017	LLR
Mental Health in Victim First	Leicester Partnership Trust	Specialist mental health support and signposting within Victim First - contract up until 30th September 2017	LLR
Hardship fund	Catch 22	Hardship fund for use within Victim First - contract up until 30th September 2017	LLR
Sexual and domestic violence information and support service	United Against Violence and Abuse (UAVA)	Sexual and domestic violence Victim support	LLR
Domestic violence 360 support	Living Without Abuse	Proactive engagement of repeat domestic violence victims	LLR
Sexual Abuse Referral Centre (SARC) - Juniper Lodge	Force	Forensic examination and emotional/practical support/advocacy	LLR

## USEFUL NUMBERS

### Leicestershire Police

#### In an emergency always call 999

If you are Deaf, deafened, deafblind, hard of hearing or speech impaired, text **999**

In a **non-emergency situation, call 101** (Calls to 101 cost 15p per call) or visit the force website to use the online crime reporting facility

**<https://leics.police.uk/report-online>**

If you are Deaf or hard of hearing send a text message to 07624 818 901

Useful numbers

**Anti-Terrorist Hotline** - 0800 789 321

Call the UK Anti-Terrorism Hotline on if you've seen or heard something that you think could suggest terrorist activity.

**Crimestoppers** - 0800 555 111 <https://crimestoppers-uk.org/>

Contact [Crimestoppers](https://crimestoppers-uk.org/) to anonymously report a crime or suspicious behaviour.

**Action Fraud** - 0300 123 2040 <http://www.actionfraud.police.uk/>

Contact [Action Fraud](http://www.actionfraud.police.uk/) to report fraud and cyber-crime.

**Victim First** - 0800 953 95 95 <http://victimfirst.org/>

Contact Victim First for information and support for anyone affected by crime.

Office of the Police and Crime Commissioner for Leicestershire  
Force Headquarters  
St Johns  
Enderby  
Leicester  
LE19 2BX

Telephone: 0116 229 8980

Website: [www.leics.pcc.police.uk](http://www.leics.pcc.police.uk)

Email: [police.commissioner@leics.pcc.pnn.gov.uk](mailto:police.commissioner@leics.pcc.pnn.gov.uk)

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# THE POLICE & CRIME COMMISSIONER FOR LEICESTERSHIRE

## POLICE AND CRIME PANEL

Report of	<b>POLICE AND CRIME COMMISSIONER</b>
Date	<b>WEDNESDAY 25 JULY 2017 – 1.00 P.M.</b>
Subject	<b>END OF YEAR PERFORMANCE 2017-18</b>
Author	<b>CHRIS NEWBOLD, SENIOR PERFORMANCE ANALYST, THREAT ASSESSMENT UNIT SUPT STARBUCK, CORPORATE SERVICES C/INSP EVELEIGH, OFFICE OF THE POLICE AND CRIME COMMISSIONER</b>

### Purpose of Report

1. To provide the Police and Crime Panel with an end of year summary.

### Scope of Report

2. This report relates to the complete 2017/18 crime recording year (1 April 2017 - 31<sup>st</sup> March 2018).

### Context

3. The measures of performance in this report should be considered in the context of the significant changes to the policing landscape over the last five years.
4. High profile cases of non-recent sexual abuse have created a greater expectation that the police will prioritise activity traditionally referred to as 'safeguarding'.
5. The increased threat of international terrorism and domestic extremism has necessitated increased investment in protective services.
6. Significant increases have been observed locally in the number of major incidents and homicides affecting Leicester, Leicestershire and Rutland.
7. An increasingly intense regime of external scrutiny has been experienced from HMICFRS and the IOPC.
8. These factors are coupled with an additional 11,014 grade one incidents reaching our contact management department in the 17/18 year, as compared to five years ago. This year alone we have recorded more than 13,000 additional crimes, driven in part by our force's success in improving our crime data integrity.
9. Austerity measures leave us responding to these challenges with one million fewer policing hours each year. In April 2011 our police officer budgeted establishment was 2224 in stark contrast to April 2018 where it now stands at 1806 a reduction of 418.

10. During 2017/18 through a reduction in police officer and staff numbers, careful and robust management of 'back office' budgets and the use of reserves we achieved our budget deficit savings target of £3.92M.
11. The last 12 months has brought specific challenges. Twice, we have moved to a state of 'Critical'. Our local response included armed foot patrols in our cities and at major events and our communities praised the approachability of our firearms officers.
12. We have experienced unprecedented levels of major incidents and homicides. Again, we have risen to the challenge, with our response to the Hinckley Road explosion attracting parliamentary praise.
13. Our force has continued to adapt. Operation Darwin saw a significant restructuring of our force, with additional resources invested in both response and locally based investigation teams (NIUs).
14. Specialist capability has also developed in response to the changing landscape. The force's Digital Hub, seen nationally as an example of best practice, has reduced turnaround times for computer examinations from up to 540 days to 21 days, keeping us at the forefront of the ever increasing cyber-crime threat.
15. In the face of these significant challenges, emerging threats and shifting expectations, we have continued to deliver, focusing our limited resources on the greatest harms.
16. Our Integrated Offender Management team is maintaining control over 316 prolific and dangerous criminals. 142 of them have been managed for a year or more and their collective offending has reduced by 31%, meaning 256 fewer victims.
17. Our MOSOVO team is maintaining control over 1376 sexual and violent offenders, 966 of them in our communities. Only 3 sexual offences were reported by this group, with the offenders being swiftly re-imprisoned.
18. Our POLIT team has coordinated 135 separate enforcements, with 85 offenders being brought to justice for offences relating to the sexual abuse of children.
19. During 2017/18 the force dealt with 7027 reported domestic incidents and an additional 11,159 domestic incidents involving an associated reported crime. Of which our Domestic Abuse Investigation Unit (DAIU) dealt with 1644 high risk DA cases and we have issued 115 Domestic Violence Prevention orders. These represent increases of 67.07% and 57.53% respectively.
20. Our Force Intelligence Bureau and Complex Investigations Team have worked with regional specialists, targeting and disrupting organised criminality. 30 Organised Crime Groups are currently being managed with more than 200 members. Operation Coydog and Operation Saint have seen more than 50 years of prison time administered for offences including the supply of firearms and class A drugs.
21. The Prevent team, part of the regional Counter Terrorism network, have handled 250 referrals, an increase of 10% on last year. By working with local partners around half of these referrals have gone to the LLR Channel panel for support.
22. Child protection teams have handled 15,372 referrals. They have managed more than 1000 child protection investigations, an average of almost 3 every day and 630 Child Sexual Exploitation reports, almost 2 every single day, each seeking to protect vulnerable young people from those who seek to harm them.



23. A new missing from home team has been launched, improving efficiency and professionalising our processes around finding and safeguarding the vulnerable. Over the last 12 months, 4,244 such people have been successfully found and their safety assured. This work is supported by the Adult Referral Team, who have managed more than 13,203 vulnerable adult referrals, ensuring that appropriate support from partners is in place and police investigations are carried out as necessary.
24. The Murder Investigation Team has experienced unprecedented demand. They currently have 15 active cases, with 13 homicides having been committed over the last 12 months. Over that same period, they have charged 24 offenders and have secured 10 convictions.
25. Despite these significant challenges, HMICFRS have noted improvements across the spectrum of our activity, specifically in terms of arresting outstanding suspects, investigative supervision and processes around transferring cases between teams.
26. It should be recognised that for crime to be effectively tackled, a true partnership approach must be adopted. This should encompass coordinated input from the Police and Local Authorities, underpinned by Community Safety Partnerships, statutory partners and members of the community themselves.
27. To meet these increasingly complex and sizable demands effectively, the force has had to adapt. Reduced resource has necessitated that difficult decisions be taken. As emerging threats have been prioritised on the basis of harm, crimes which once received an optimal service have had to be treated as business as usual. The following report outlines some of these challenges, but should be considered in the context of the achievements outlined above.

#### **Headlines – Recorded Crime 1<sup>st</sup> April 2017– 31st March 2018**

- All Crime – In line with all Forces in England and Wales total recorded crime has increased. Leicestershire has recorded 81,877 crimes over the reporting period, an increase of 13,171 (19.2%) on the previous year. Leicestershire is ranked 22<sup>nd</sup> nationally, and ranks 5<sup>th</sup> of 8 in the Most Similar Forces group (MSF). **NB** please see sections on Crime Data Integrity and MSF.
- Violence against the person offences continue to generally increase and shows sustained increases over a prolonged period however nationally forces are exhibiting similar increases and this issue is not unique to Leicestershire.
- Vehicle crime saw a peak in recording for both Theft of Motor Vehicle and Theft From Motor Vehicle in October 2017. However, whilst both categories have subsequently seen reductions in monthly volumes, Theft of Motor Vehicle offences are again rising during Quarter 4. The force has recognised this, establishing Op Pioneer, and continues to run overt and covert vehicle operations.
- Overall Burglary offences have fluctuated at a generally higher level than seen in recent years. Changes to classification from April 2017 prevent year-on-year comparison of the sub-categories.
- The rising trend in reported Rape offences has continued, with the latest months at significantly higher levels. The force has been at the forefront of raising awareness of the support available to rape victims and it was always anticipated that we would experience an acceptable increase and this in conjunction with better recording practices has influenced the volumes reported.
- Drug offences are higher, largely due to an increase in possession offences. These have risen, in part due to active targeting.

28. The table overleaf provides a single page summary of recorded crime and outcome rates over the current rolling 12 month period, ending 31st March 2018, in direct comparison to the previous 12 months. The table also shows our comparative performance relative to those forces deemed to be our most similar forces (MSF) in addition to our position nationally.
29. Most Similar Forces/Most Similar Group (MSF / MSG) - Nationally peer comparisons are made using Most Similar Groups (MSGs). These groups are used to provide a benchmark for comparison of crime rates and other indicators with those other areas deemed by the Home Office to be similar to a particular force elsewhere in England & Wales. Each force has a unique group of up to 7 other forces to which it is deemed 'most similar' (MSF) on the basis of a number of socio-demographic and geographic variables believed strongly linked to increased levels of crime, fear of crime, or incidents for example single parent households, unemployment etc.
30. The Most Similar Groups are determined by identifying the units which are most similar on the basis of these factors.
31. Those forces deemed most similar to Leicestershire are Sussex, Hertfordshire, Essex, Bedfordshire, Hampshire, Nottinghamshire and Kent.
32. MSGs are refreshed at the start of each financial year but to date still rely on the 2011 Census. Rankings are based on crimes/outcomes per 1000 population.

**NB** the greater the ranking number the lower our relative position. MSF and national data is not yet available post Feb 2018.

**NB** of note when reviewing our comparative performance against our MSF, to date only Sussex, Hertfordshire and Kent have been subject to their respective Crime Data Integrity inspections.

Category	Latest 12 Months	Previous 12 Months	Change	% Change	iQuanta - 12 months to February 2018				12 months to March 2018
					MSF Rank	National Rank	+ve Outcomes	MSF Rank	+ve Outcomes Rate
Total Crime	81877	68706	13171	19.2%	5	22	14.91%	7	14.80%
Violence with Injury	7216	5728	1488	26.0%	1	7	25.00%	4	25.30%
Violence without Injury	14636	10366	4270	41.2%	5	20	17.10%	3	17.50%
Rape	754	520	234	45.0%	2	6	8.67%	3	8.30%
Hate Crime	1381	1227	154	12.6%	1	19	29.07%	1	27.70%
Burglary	9211	8342	869	10.4%	8	34	6.48%	7	6.10%
Robbery Personal	808	613	195	31.8%	4	29	12.92%	5	10.70%
Theft of Motor Vehicle	1727	1485	242	16.3%	4	29	9.60%	1	8.70%
Theft from Motor Vehicle	7557	6785	772	11.4%	8	41	1.70%	6	1.80%
Theft Cycle	1864	1914	-50	-2.6%	7	35	3.23%	6	3.30%
Shoplifting	6599	6706	-107	-1.6%	4	17	25.07%	8	25.00%
Criminal Damage	9476	9092	384	4.2%	5	19	11.27%	5	10.40%
Drug Offences	1564	1250	314	25.1%	1	3	70.30%	8	68.60%
Possession of Weapons	732	524	208	39.7%	4	32	51.26%	6	46.40%
Public Order	4705	2848	1857	65.2%	2	20	25.95%	1	23.80%

### National increases in crime

33. According to the Office for National Statistics the latest crime figures (soon to be updated) show the largest annual rise in crimes recorded nationally by the police in a decade. The number of police-recorded crimes has increased each year since March 2014, following a long-term decline, to a circa 38% increase since 2013/14.
34. Some of the recent apparent rise is due to forces uncovering hidden crime and encouraging crimes to be reported/recorded that might otherwise have been missed.
35. A number of sources showed a rise in bank and credit card fraud in the last year. The force anticipated this and through the precept growth money increased capability at local level.
36. An increase in reporting is a positive sign of trust in the police however it also leads to an increase in the volume and complexity of the demand we face.
37. Public protection demand is increasing, complexity is increasing and technology has enabled new crimes to develop, from online bullying through to fraud cases, which require increased international engagement to investigate.
38. Technological advances have also allowed traditional crimes to move online and other 'hidden' crime like online grooming and Child Sexual Exploitation (CSE) to evolve.
39. Time spent investigating crime and safeguarding the public is increasing due to the complexity of what forces find themselves dealing with.

### Impact of Crime Data Integrity (CDI)

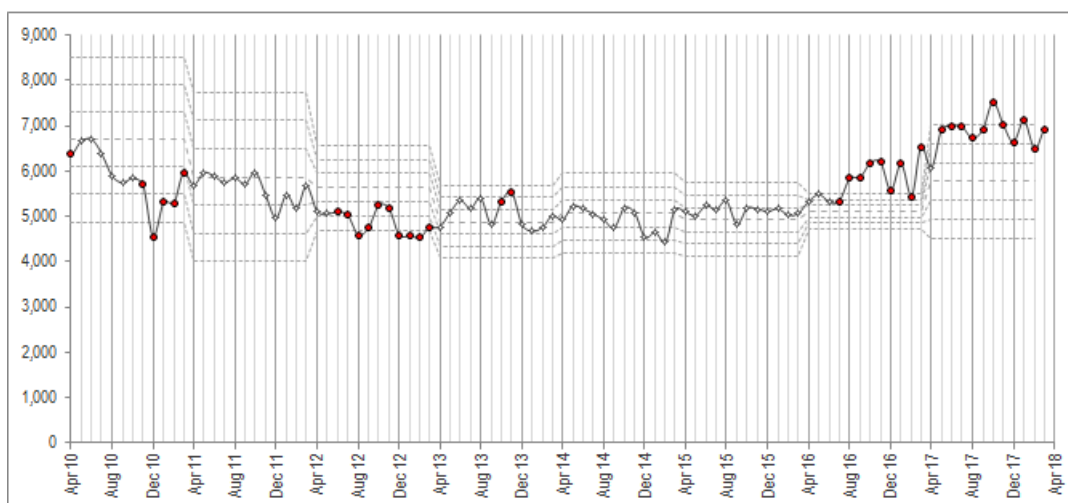
40. In the spring of 2017 the force was subject to an unannounced HMICFRS crime data integrity inspection.
41. HMICFRS conducted an audit of a statistically significant sample of crimes, prior to their inspection, and concluded that Leicestershire police had only recorded 75.8% of all crime reported to us. They equated this to over 21,000 missed crimes, grading the force to be 'Inadequate'.
42. Following these findings, the force reviewed its approach to recording crime and has progressively introduced a number of improvements including:
  - A nominated Superintendent strategic lead
  - An interim 'incident to crime conversion team' was implemented immediately after HMICFRS concluded its inspection
  - The Force Crime Registrar's team has been collocated with the force audit team
  - A formal delivery group was launched during quarter 2
  - An additional 7 CDI compliance experts were attached to the crime registrar's team by quarter 3.
  - Quarter 4 saw the delivery of a force-wide training regime to enhance officer and staff awareness of National Standards for Incident Recording (NSIR) and the National Crime Recording Standards (NCRS).

43. The changes which have been implemented to date were designed to improve our compliance and it was anticipated from the outset that recorded crime levels would increase as a result.
44. In spring 2018 an internal audit was commissioned which replicated, as far as was possible, the nature and approach of the HMICFRS CDI inspection. The audit has indicated that at present our force is recording 87.4% of all reported crime, an improvement of 11.6% points.
45. In order to fairly estimate what proportion of the total year on year crime increase can be attributed to our increased CDI compliance, an average has been taken between the starting point of 75.8% and the current position of 87.4%. This gives an average compliance rate across the business year of 81.6%.
46. On that basis, it is estimated that 5,820 of the 13,171 additional crimes recorded during the last year can be attributed to improvements in crime recording activity (a comparison between how many crimes would have been recorded at 75.8% compliance and the number that has actually been recorded)
47. Whilst acknowledging that improvement to 87.4% the force is continuing to strive for over 90% and work will continue. The most frequently occurring types of crime which have not been recorded but are found and rectified by the crime registrar's team, include:-
- Harassment
  - Malicious communications
  - Non-contact or non-injury common assaults
  - Public order

Whilst more serious offences are identified following specialist audits, these are fewer in number and in most cases result from the misapplication of counting rules rather than a victim having been missed and not receiving a service to address their needs.

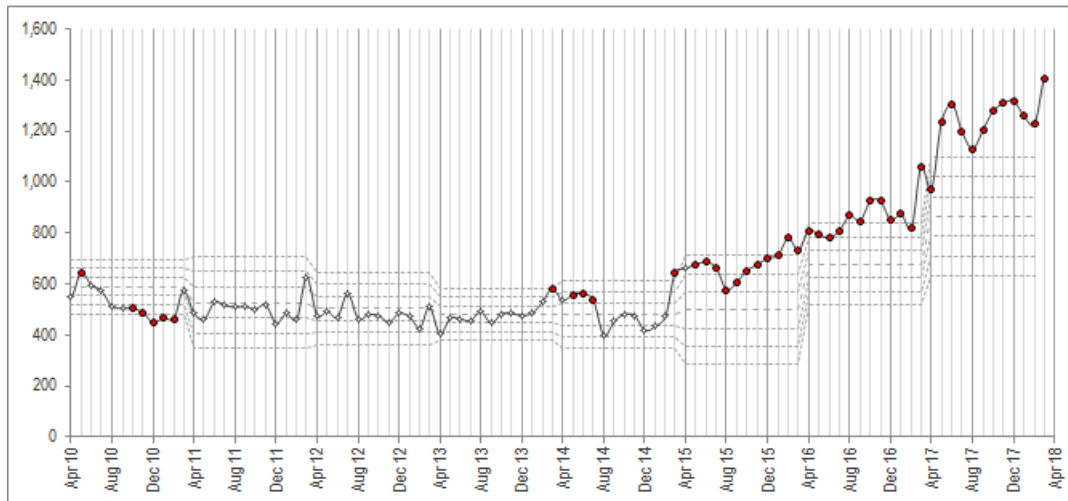
**NB** of note when reviewing our comparative performance against our MSF, to date only Sussex, Hertfordshire and Kent have been subject to their respective Crime Data Integrity inspections.

## Total Crime

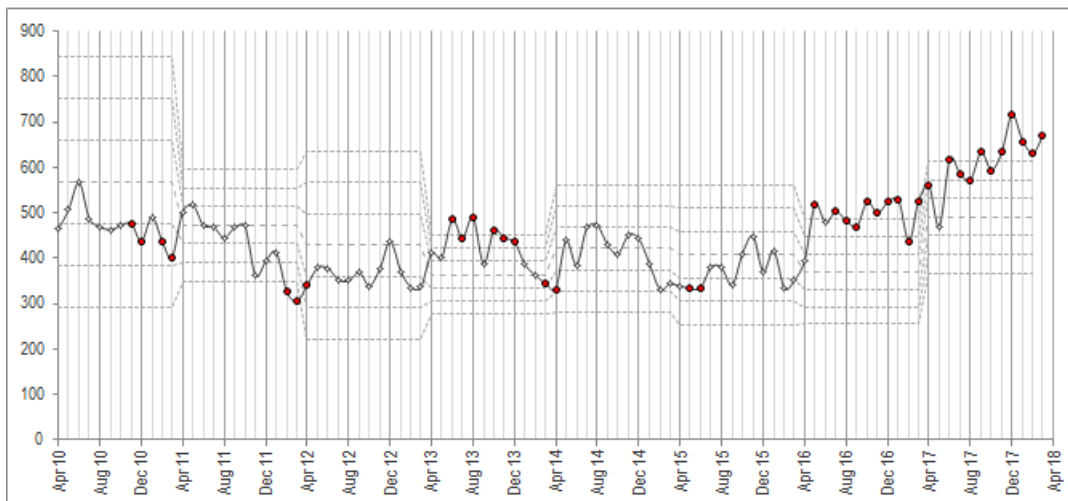


48. The chart above demonstrates increased levels of recorded crime in recent years and shows the shift in volume over the last 12 months.
49. Overall recorded crime has increased by 19% and is reporting statistically exceptional levels. The sections below provide further detail and context in relation to a number of key crime types which go towards the total crime figures.

### Violence against the person (without injury)



### Violence against the person (with injury)



50. There has been a sustained increase in the level of violent offences recorded in recent years. In part, this is believed to be driven by new crime classifications, introduced in April 2015, and more recently as a result of crime data integrity improvements.
51. Violence without injury has increased by 41%. We are ranked 5<sup>th</sup> against our MSF and mid table nationally (20<sup>th</sup>). With an outcome rate of 17.5% we are placed 3<sup>rd</sup> against our MSF (subject to MSF year-end figures being finalised). Common assault

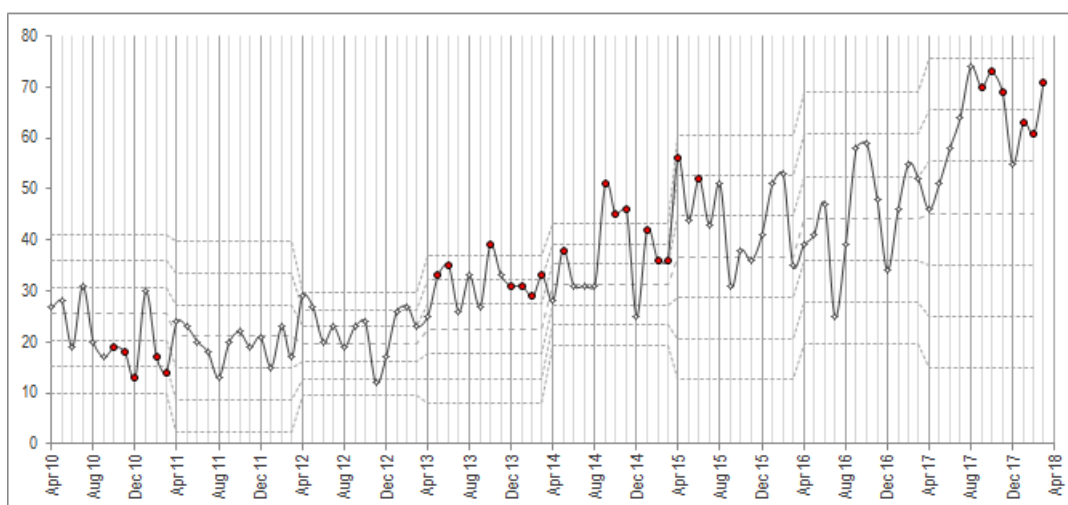
offences make up a significant proportion of this category and it's important to note that this category also includes Harassment and Malicious Communications. This category of offences has increased significantly over the last three years, in part due to changing classification and the introduction of new and additional offences.

52. Violence with injury has risen by 26%. Despite this, we have experienced the lowest rise in comparison to our MSF and nationally rank 7<sup>th</sup>, demonstrating a significant trend in rising violent crime with injury across the country. Actual Bodily Harm comprises the majority of these offences. Outcome rates stand at 25.3% placing us mid table against our MSF (subject to MSF final year-end figures being finalised).
53. Operations Lamb and Saccharin highlight in part our response to rising violent crime. Saccharin is funded by the OPCC and both demonstrate a commitment to a multi-agency response.

### Knife Crime

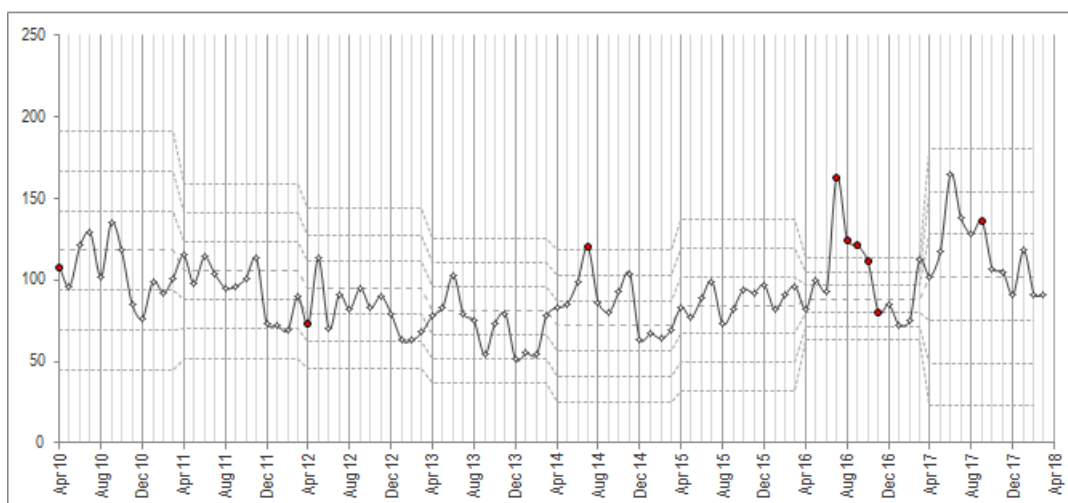
54. There are between 140 and 180 recorded knife crimes per month across Leicester, Leicestershire and Rutland and we record every incident where a knife or sharp object is seen, threatened or used.
55. Knife crime nationally is increasing and the national and local media coverage is significant. There is strong community support for initiatives to reduce knife crime with our focus being on both catch and convict and early intervention. This is best seen with the campaign #livesnotknives. This approach has been to engage with young people through schools at year 6 and into secondary education, which has been well received with a strong take up across the force area.
56. Operation Item has been designed to tackle Knife crime across the east and west NPAs with a strong media strategy associated with it.
57. Operational activity will continue into the next year with a strong focus from the police on making it unacceptable to carry a knife and updating the public on the outcomes of those found breaking the law. The partnership approach will continue to develop and strengthened in tandem with family and peer interventions, seeking to prevent the carriage of knives becoming part of ongoing culture. Finally, the work with accident and emergency will be progressed so that opportunities at the point of injury are taken to divert people away from knife crime.

### **Rape**



58. The number of rapes reported has increased by 45% compared to the previous year. Leicestershire is ranked 6<sup>th</sup> nationally and 2<sup>nd</sup> within our MSF. An increase is seen as a positive indicator of a victim's confidence to come forward and report such incidents. Leicestershire Police commissioned a film to promote the reporting of rape and the challenging of myths, and we are experiencing an increase in historic reporting.
59. Significant time is spent dealing with the sensitivities of disclosure as nearly all rape investigations now contain a high tech element for example the triage of a victim/suspects phone.
60. This has placed considerable pressure on our Signal and Child Abuse (CAIU) teams and the force has strived to maintain staffing levels within these departments, which were previously enhanced by precept funding. All staff within both departments are PIP2 or working towards PIP2 and Child Abuse and CSE staff undertake an additional level of training specific to investigating offences against children. During this reporting year we have amended our remits so that all rapes of children under 14 are now investigated in CAIU instead of Signal.
61. Positive outcome rates are at 8.3% and we are ranked 3<sup>rd</sup> against our MSF (subject to MSF final year-end figures being finalised). The force has successfully investigated a number of stranger rapes which have resulted in significant sentences for the offenders. Officers often have to contend with victims who are unsupportive of a prosecution which does impact on our outcome rates.
62. Following the national issues with disclosure in rape cases, the force is working with CPS and the CJS to improve our compliance.
63. The force is in the process of being commissioned by NHSE to provide the SARC facility and has nearly completed the refurbishment of the child witness premises. The force has strong partnership links through the Domestic and Sexual Violence and Abuse executive which is due to agree the multi-agency strategy.

## Hate Crime



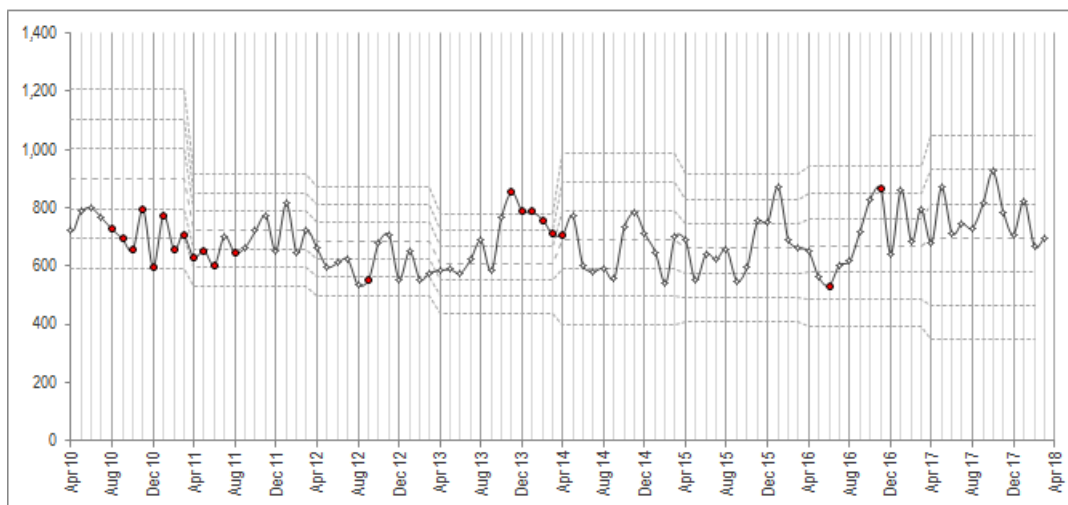
64. Racial hate crime remains the largest sub-category of hate crime, although there is a degree of cross-over with religious hate crime due to the manner in which these



offences are committed and also the manner in which they are reported and recorded.

65. Nationally, Leicestershire is ranked mid table at 19<sup>th</sup> but ranked 1<sup>st</sup> against our MSF suggesting the lowest increase in reported hate crime against those forces most similar to us. We currently have a 27.7% positive outcome rate placing us 1<sup>st</sup> within our MSF (subject to MSF final year-end figures being finalised).
66. There remains some under reporting within our communities and work continues with partners and communities to identify and remove barriers to reporting.
67. An increase has been observed in the number of hate incidents and crimes where there is more than one category, for example, race and religion. This should be seen as a positive change which indicates that officers and staff are recognising that people are not just targeted for one reason alone.
68. During the next year the force can anticipate further rises in hate crime linked to the ongoing Brexit programme. The National Counter Terrorism Policing centre has issued strategic advice via a document which articulates an expected increase in hate crimes linked to the Brexit agenda. The local response to this is already under assessment with local partners and is tabled for discussion at the next hate crime partnership board. Our intention is to carry out a number of proactive campaigns at key times during the Brexit agenda to counter any negative narrative and any formal response will be documented in an operational order.

## Burglary

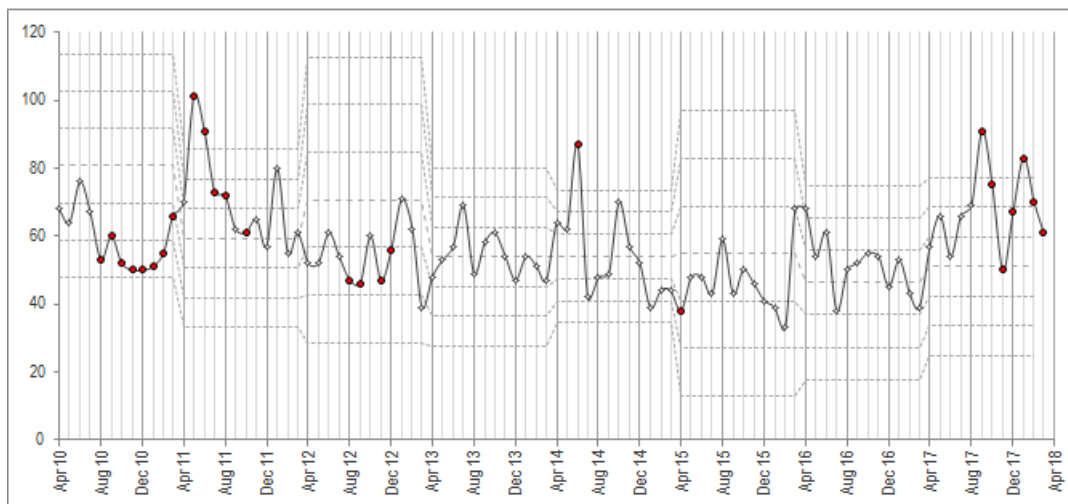


69. In considering the current figures, it should be noted that new burglary categories were created for year 2017-18. In effect, shed and garage based offences now form part of burglary dwelling figures. Total burglary figures can still be fairly compared, but sub categories cannot. Due to these changes in classification, the year ending 18/19 will be the first opportunity to accurately compare year on year data. Nationally, Leicestershire is ranked 34<sup>th</sup> and 8<sup>th</sup> out of our MSF highlighting an above average rise. Positive outcome rates are low at circa 6% placing us 7<sup>th</sup> in our MSF (subject to MSF final year-end figures being finalised).
70. Despite this, dedicated operations specifically looking at aggravated burglaries have been developed and continue to progress with nominals being identified and arrested. Op Salvo incorporated both overt and covert tactics to deal with targeted burglaries where victims either owned or lived above Chinese Restaurants. It also

took on aggravated burglaries at Asian households where gold jewellery was the specific target. This resulted in the arrest of several travelling criminals committing offences across the region. Intelligence-gathering and fast-tracked forensic strategies have identified serial offenders with notable success in Leicester Forest East.

71. The Force has devoted resources to proactive and reactive investigations of Organised Crime Groups (OCGs) involved in violent aggravated burglaries, targeting predominantly elderly Asian victims for jewellery. Local and regional teams have been used, resulting in various successes including the recapturing of a dangerous aggravated burglar who had escaped prison and was once again active. Further significant disruption has been achieved by targeting the criminal element within the traveller community.
72. This work is underpinned by specific media projects and works closely with partners and community leaders in the run up to periods of enhanced threat. Examples of success include Leicester's Diwali celebrations which saw a reduced number of breaks during the associated period this year. The programme of crime prevention messages continue to be delivered at specific high crime seasons (Darker Nights campaign and summer open windows campaign).
73. On-going partnership work continues via the National Business Crime Solutions group, to promote good practice and tackle commercial breaks.
74. Future challenges include the identification of regional and foreign national criminals coming into Leicestershire and committing acts of significant violence at burglary offences.

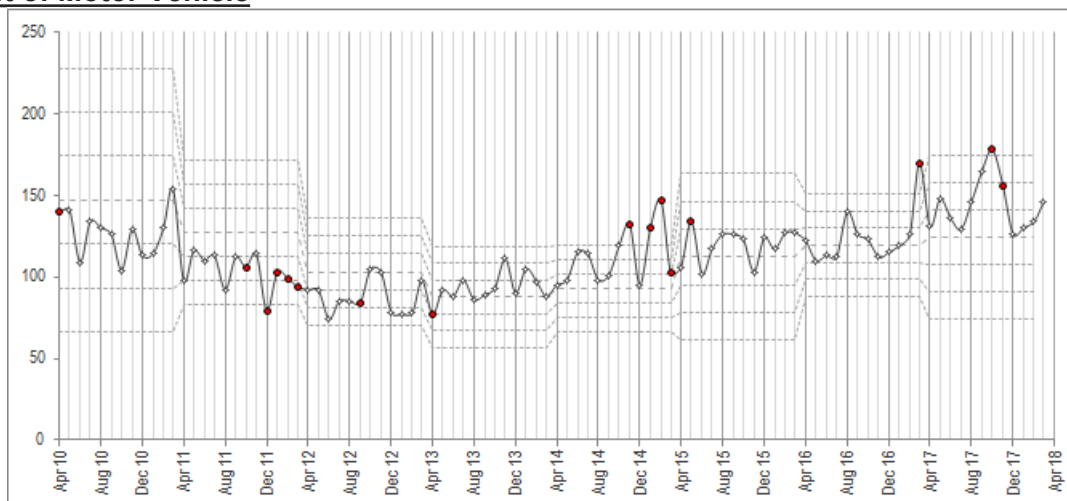
### Robbery Person



75. 'Robbery Personal' includes all categories of robbery excluding business. Crime categorised as 'Robbery Personal' in Leicestershire has risen by 31.8% over the previous 12 months. Nationally, Leicestershire is placed slightly above mid table at 29<sup>th</sup> and is 4<sup>th</sup> in our MSF. Outcome rates stand at 10.7% placing us 5<sup>th</sup> in our MSF (subject to MSF final year-end figures being finalised).

76. Analysis of community intelligence indicates that there are no regular series of street robberies which cause ongoing concern. Each NPA has a Robbery Plan which is invoked as and when a hotspot is identified, utilising appropriate resources from across the force to target and remove the threat. The implementation of Darwin has had a positive impact by co-locating investigators and neighbourhood officers.
77. Good work in this area is exemplified by the bespoke Problem Solving Plan created within Loughborough NPA during February 2018. A rise in street robberies was identified, and through a joined up approach two significant suspects were identified, arrested and charged. The number of reported street robberies dropped significantly following this action.
78. The ongoing work to tackle robbery is managed by a Detective Inspector who ensures that all activity is closely tied to ongoing anti-knife crime initiatives, maximising the effectiveness of both work-streams.
79. Current challenges include the volume of crimes under investigation by NIUs, necessitating that many robbery offences are investigated by PIP1 staff rather than trained detectives and this is something the force wants to address during 2018. Work is ongoing to improve the mentoring and coaching of PIP1 officers throughout the Force which will improve the standard of investigations and impact upon the number of positive outcomes.
80. Additionally, work is ongoing within the force to redistribute the number of PIP2 investigators from within the Prisoner Management Units (PMU) to the Neighbourhood Investigation Units (NIU) which again should see an increase in positive outcomes.

### Theft of Motor Vehicle

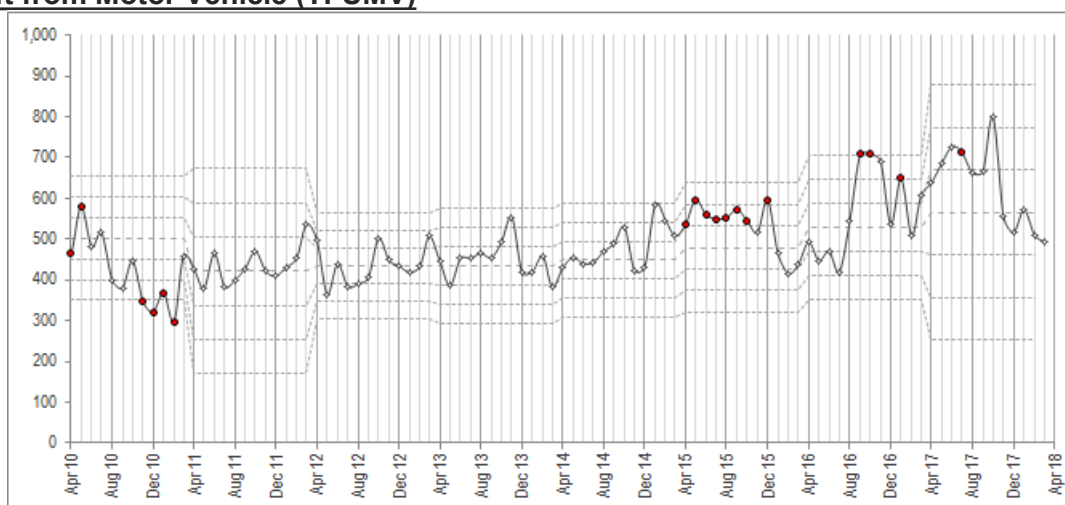


81. Theft of motor vehicles has risen by 16.3% over the previous 12 months. The majority of forces have seen an increase and nationally Leicestershire is ranked above mid table at 29<sup>th</sup> and 4<sup>th</sup> against our MSF. Leicestershire has the best positive outcome rate against its MSF at 8.7% (subject to MSF final year-end figures being finalised).
82. There has been a large increase in theft of cars using the “electronic compromise” MO. Electronic compromise includes the use of relay devices to pick up the signal emitted from a vehicle key fob and using that signal to gain entry to the car to steal it.

It also includes offending where a vehicle's On Board Diagnostic Port (OBD) is accessed and a "key" is then cloned enabling the car to be stolen. The technology used by criminals for both types of offence is readily available on the internet.

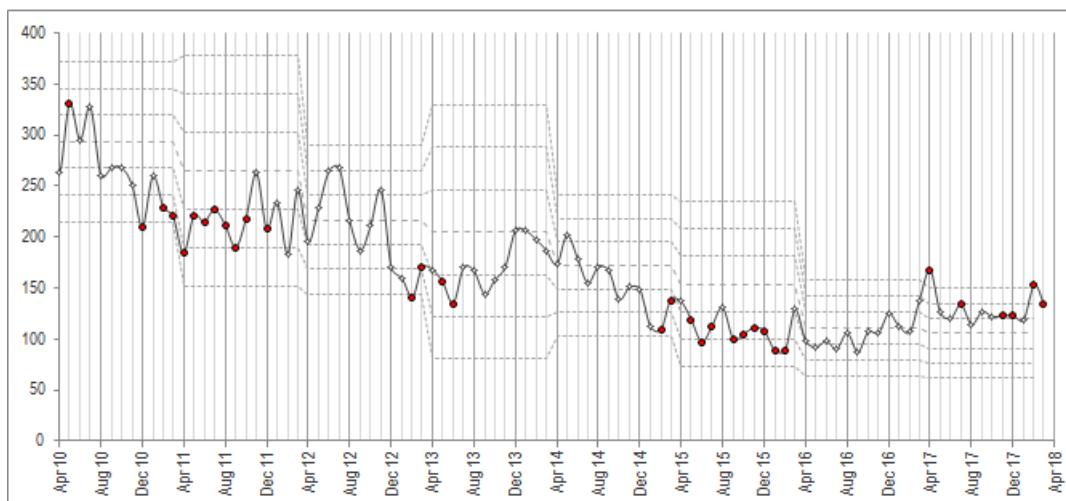
83. Locally, we had a large number of Ford Fiesta ST's stolen using this second method during the month of February 2018 (approx. 40). However, the method is a national trend and is not just limited to Fiestas. Operation Odometer (Fiesta) and Operation Fauna (general theft of motor vehicles) are on-going, aimed at tackling this series.
84. There is a growing trend of legitimate vehicles that are insurance write offs being purchased from salvage operators, with all documentation. Vehicles are then being stolen to order to remove parts and rebuild the insurance write off. The newly put together car (which has been put together poorly – for example airbags which are not operational) is then sold for significant profit to an unsuspecting buyer with all necessary documents.

### **Theft from Motor Vehicle (TFUMV)**



85. Theft from motor vehicle has risen by 11.4 % over the last 12 months compared to the 12 months prior to that. Of note, however, is the significant rise at the start of the performance year, with an increase of 900 offences by July. Between July 2017 and March 2018 a year on year decrease has been observed. Leicestershire is ranked 41<sup>st</sup> nationally, being 8<sup>th</sup> within our MSF.
86. The positive outcome rate for TFMV's is low at just 1.8% placing us 6<sup>th</sup> against our MSF (subject to MSF final year-end figures being finalised). TFUMV is generally a non-attendant crime and vehicles are not forensically examined unless there are clear opportunities.
87. A large number of these offences have fallen into the category of theft of tools from vans (covered under local initiative Operation Pioneer). High numbers of nationally operating organised crime groups are targeting van thefts, selling the tools at car boot sales.
88. TFMV is a crime for which sentences tend to be very low. This often means any covert work becomes disproportionate due to cost and higher risk in other areas of business.

## Drugs



89. Leicestershire is ranked 3<sup>rd</sup> nationally and 1<sup>st</sup> within our MSF. Our positive outcome rate is 68.6%. Much of our drug related crime is self-generated and as a result of proactive enforcement as opposed to crimes reported to us.
90. Drugs remain a catalyst for organised gang culture and this has direct links to escalating violence as rival groups are committing offences against one another, vying for a stronger foothold within communities. Furthermore, Leicestershire experiences 'County Lines' drug activity which links into modern slavery, where vulnerable teenagers are used by gangs to distribute drugs. Leicestershire's response to this is Op Gizmo, which is run in Market Towns to identify, tackle and disrupt criminal activity.
91. Multiple warrants have been executed across LLR where drugs, cash and firearms have been recovered. Examples being:-
- Op Argent - Covert Operation targeting OCG Havoc, resulting in 5 suspects being remanded into custody having been charged with GBH, robbery and drug related offences.
  - Operation Express - Targeting of OCG members for drug dealing, whilst cocooning addresses in West Leicester resulting in a number of arrests.
  - Operation Nemo - Ongoing covert operation targeting a high risk individual involved in SOC, specifically drug dealing, kidnap and violence.
  - Op Gamin – Offender involved in drug supply sentenced re PWITS and now subject to immigration proceedings.

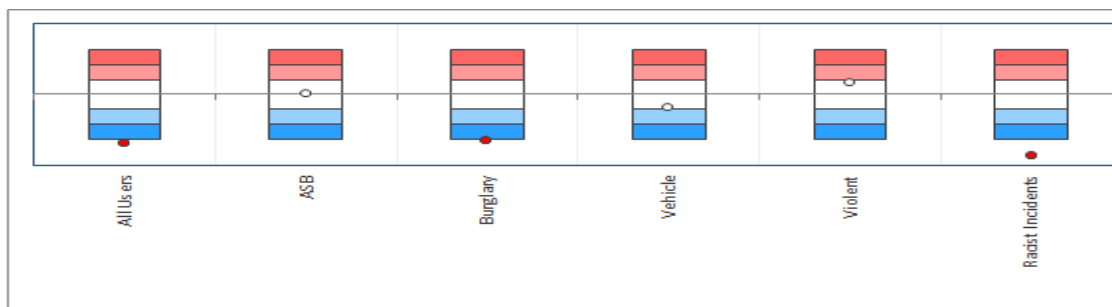
## Rural Crime

92. Rural crime often spans across the crime types itemised above (eg Burglary), but in a rural setting affecting communities more isolated than others where confidence is often harder to secure.
93. There are other offence types to consider however, including heritage crime, high value farm machinery, vehicle theft, metal and lead theft and hare coursing. The Force focus on Neighbourhood Policing means that issues of local importance are recognised and support is given in terms of localised Operations and 'Problem Solving Plans'. Through NIM processes Lead Theft from Rural Churches was for a period a Force Priority, tasked on a daily basis through the Daily Management meeting. Forcewide Operations were also employed to tackle those who travel into our communities to commit Burglary and Vehicle Crime, with a number of successes.

94. The Force has a senior officer rural crime lead, and a Rural Crime Strategy which sits alongside other strategies on a range of key issues. A number of staff are provided with additional training and links into CPS specialist prosecutors.
95. Hare coursing is not often reported in to the Force, but with engagement from Neighbourhood staff conduits for reporting do exist.

## Confidence and Satisfaction

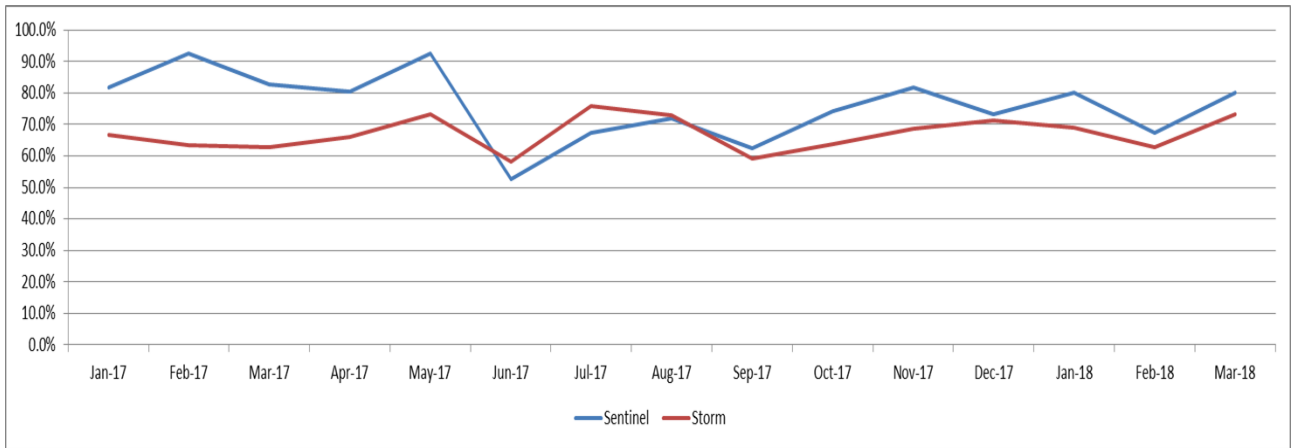
### User Satisfaction



96. Public confidence is measured by the British Crime Survey (BCS). The force currently ranks 3<sup>rd</sup> out of our 8 most similar forces with a confidence level of 61.8% (the highest being 66.1%).
97. All User satisfaction constitutes satisfaction levels from a sample of burglary, vehicle and violent crime victims. For continuity of reporting the Force has maintained the survey regime that was in place to service the previous requirements of the Annual Data Returns to the Home Office. These mandatory surveys have now been removed but the force is keen to retain them as a measure.
98. It should be noted that more than 70% of victims remain satisfied with the Police handling of their crime.
99. All User Satisfaction levels have seen some decline, with the component offences of Vehicle, Violent and Burglary victim satisfaction each having an effect on the overall levels at different times.

**NB** user satisfaction is based on a 12 month rolling picture and as such the changes introduced as part of Darwin will continue to be tracked and the true impact of those changes on satisfaction is not yet known

### Recorded Incidents of Anti-Social Behaviour

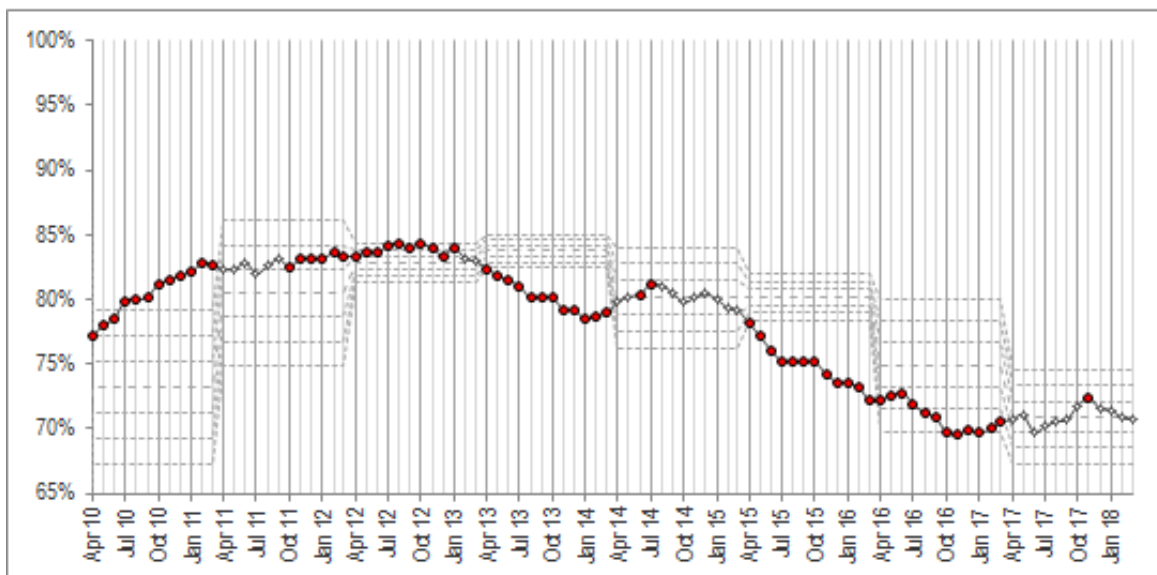


100. The levels of recorded ASB incidents exhibit a general seasonal pattern of a fall over the autumn and winter months with an increased level of incidents building over the spring and summer period. Reports in the last 12 months include:-

- 5806 rowdy and inconsiderate behaviour
- 3129 miscellaneous ASB
- 2871 neighbour disputes

101. The continued use of the repeat caller database has enabled neighbourhood teams to effectively problem solve persistent issues, such as ASB. This work has now also expanded to include partnership agencies, so that a multi-agency response can be applied to callers of high demand.

102. ASB satisfaction has stabilised although, after showing an apparent increase during quarter 3, there has been a further reduction during quarter 4.



### Implications

**Financial:** No financial implications identified

**Legal:** No legal implications identified

**Equality Impact Assessment:** No diversity implications identified

**Risks and Impact:** Reputational risk and heightened fear of crime where levels are currently high

**Link to Police and Crime Plan:** Performance Plan

**List of Appendices**

None.

**Persons to Contact**

Chris Newbold, Senior Performance Analyst

Email: [christopher.newbold@leicestershire.pnn.police.uk](mailto:christopher.newbold@leicestershire.pnn.police.uk)

D/Supt Jonny Starbuck

Email: [jonathan.starbuck@leicestershire.pnn.police.uk](mailto:jonathan.starbuck@leicestershire.pnn.police.uk)

Rob Nixon, Deputy Chief Constable

Email: [rob.nixon@leicestershire.pnn.police.uk](mailto:rob.nixon@leicestershire.pnn.police.uk)

Dan Eveleigh, Chief Inspector

Email: [dan.eveleigh@leicestershire.pnn.police.uk](mailto:dan.eveleigh@leicestershire.pnn.police.uk)



**THE POLICE & CRIME  
COMMISSIONER FOR  
LEICESTERSHIRE**

**POLICE AND CRIME PANEL**

Report of	<b>POLICE AND CRIME COMMISSIONER</b>
Date	<b>WEDNESDAY 25 JULY 2017 – 1.00 P.M.</b>
Subject	<b>REGIONAL COLLABORATION</b>
Author	<b>ANGELA PERRY, EXECUTIVE DIRECTOR</b>

**Purpose of Report**

1. To update the Police and Crime Panel on regional collaboration.

**Recommendation**

2. The Police and Crime Panel are asked to note the Commissioner's report.

**Update**

3. East Midlands Regional collaboration is widely held in high regard, and as a model of how collaboration should be delivered. In areas such as serious crime and forensics the East Midlands collaborative approach leads the way.
4. The Policing and Crime Act 2017 built on previous legislation and guidance to introduce a high-level duty to collaborate on all three emergency services, to improve efficiency or effectiveness.
5. The existing East Midlands collaborations outlined in APPENDIX 'A', mean that we are well placed to deliver on this legislation.
6. East Midlands regional collaboration has delivered verified savings of approximately £70m from 2010 to 2018 (and counting). This equates to £13.7m per annum for the EM region (these savings are not linear through time due to different 'go live' dates for collaborative activities).
7. Leicestershire's current annual collaborative savings are approximately £4.03m (£20.44m since 2010). Please note that the savings quoted are cash and non-cash combined.
8. All of the collaborations form part of HMICFRS inspection processes and are subject to normal audit regimes.

9. The East Midlands forces and OPCCs work to a set of collaborative principles for the region, which were developed a number of years ago. These are:-
  - Local policing will remain local
  - Collaboration in operational and non-operational support should be sought
  - The benefits and costs of working collaboratively will be shared between the five forces
10. PCCs in the East Midlands are keen to discuss and potentially develop a refreshed strategic vision for collaboration in the East Midlands region. To this end a workshop is planned for November 2018 to discuss collaborative issues. The 5 PCCs and 5 force Chief Constables and the Regional Deputy Chief Constable will attend this event.
11. PCCs have agreed standard content for their websites on the subject of the East Midlands Police Collaboration. The link to the Leicestershire PCC website is set out below:-

<https://www.leics.pcc.police.uk/Planning-and-Money/Collaboration.aspx>
12. An overview of collaborative activity can be obtained from an analysis of the section 22 agreements that have been signed. These are the legal agreements under the Police Reform and Social Responsibility Act 2011 that underpin collaborative activity. A copy of the regional section 22 register is attached at Appendix 'A'.
13. Attached at APPENDIX 'B' is a copy of the register showing national level section 22 agreements to which forces in the region are signatories.
14. In 2013 HMICFRS reviewed the East Midlands collaborations. They found that the collaboration arrangement between police forces in the East Midlands had generated savings, and been effective in helping the forces tackle serious and organised crime.
15. The review was conducted following a commission from the Police and Crime Commissioners (PCCs) for Derbyshire, Leicestershire, Lincolnshire, Northamptonshire and Nottinghamshire. They asked HMIC to review the arrangements for collaboration between the five forces, and to provide the PCCs with high-level assurance on the overall approach to collaboration in the region.
16. The five forces have been collaborating since 2002, when the East Midlands Special Operations Unit (EMSOU) was established. Originally involving only three forces, and with a fairly narrow focus, it has since expanded to include all five forces in the region, as well as five major areas of policing.
17. HMIC found that the arrangements for collaboration in the East Midlands have a number of strengths. For instance, they have resulted in a better policing service for the people of the East Midlands (because forces have increased resilience in some important areas of policing, such as tackling serious and organised crime). They have also produced an average saving of 20% (when the costs of functions before and after collaboration are compared).

18. HM Inspector of Constabulary for the Eastern Region, Zoë Billingham, said at the time:

“The five forces in the East Midlands should be commended for the vision and strong leadership they have displayed in establishing this collaboration programme, which was ahead of its time and an example to others. The region was the first to increase capabilities in critical operational areas through joint working, and our review of the arrangements has found that collaboration has led to safer communities and a better policing service – all at a lower cost (by an average of 20%) than if the forces were working independently.

“We encourage PCCs and forces to consider how the good work to date can be further enhanced and developed. It is imperative this arrangement is preserved, and we make a number of recommendations to ensure that it keeps delivering benefits to the public in the East Midlands.”

19. Collaborative plans are continually reviewed, as is required by law. The arrangements continue to attract positive comment from HMICFRS; for instance the 2018 Effectiveness report on Leicestershire Police stated;

‘The force benefits from a strong and effective working relationship with the East Midlands specialist operations unit (EMSOU), which takes the lead in investigations of the most complex types of crime, such as murder and kidnap. The force makes good provision for investigators to be available to carry out investigations at all times. Experienced detectives are on duty around the clock, and other specialists, such as those who investigate sexual offences and child abuse, are on duty into the late evening, and are then on-call throughout the night.’

#### Governance

20. Decisions to enter into a collaboration, or withdraw from one, are made at the East Midlands Police and Crime Commissioners and Chief Constables Board meetings. This meets bi-monthly.
21. The major areas of collaboration e.g. East Midlands Serious and Organised Crime Unit (EMSOU), East Midlands Criminal Justice and East Midlands Operational Support Service (EMOpSS) have a strategic level board that provides oversight of activity in that area. The requirement for such a board and terms of reference for it are set out in the section 22 agreements.
22. Evaluating the outcomes from regional collaboration can be looked at in terms of operational delivery and in terms of efficiency.
23. Evaluating operational delivery is a role for the appropriate strategic board for each area of collaboration. PCCs have also created a post for a Regional Performance Analyst to assist them in holding Chief Constables to account by providing them with analysis of each unit’s performance report. The PCC & Chief Constables Board meetings in May and November examine performance across the collaborative activity.

24. The East Midlands Resources Board also has a role to play and included in their terms of reference are the following:-
- Ensure all regional collaboration units continue to provide value for money and focus on delivering efficiencies.
  - Monitor delivery against regional efficiency targets and advise the EMPCC board of any financial risks that are impacting on delivery.
25. A Regional Efficiency Programme Board was also established in May 2018 as a 'Task and Finish' group to deal with the looming budget deficit. Included within the Terms of reference for this Board is;
- A review of the original business case to establish whether the collaboration is functioning in accordance with the agreed plans/objectives
26. At this minute in time the documents are not made public. This is an issue that the Regional Collaboration Team will bring forward for discussion by the PCC and CC Board in the final quarter of 2018.
27. The Police and Crime Panel will be provided with reports on regional collaboration as per the forward plan of work or on request to any future meeting.

### **Implications**

Financial:	None
Legal:	The Panel has a role to scrutinise the delivery of the Police and Crime Plan and any decisions made by the Commissioner.
Equality Impact Assessment:	None
Risks and Impact:	None.
Link to Police and Crime Plan:	Regional Collaboration is included within the Police and Crime Plan.

### **Appendices**

Collaborative Mapping – APPENDIX 'A'  
National Collaborative Mapping – APPENDIX 'B'

### **Persons to Contact**

Angela Perry, Executive Director, Tel: 0116 2298982  
Email: [angela.perry@leics.pcc.pnn.gov.uk](mailto:angela.perry@leics.pcc.pnn.gov.uk)

Collaborative Activity	Participating Forces					PCC Lead on Strategic Board	Chief Officer Lead	Operational Lead	Finance Lead	Comments
	Derby	Leics	Lincs	Northants	Notts					
Section 22a agreements										
<b>EMSOU Overarching Agreement</b>						Lincolnshire	Derbyshire	Regional DCC	Leics	To cover SOC, MC, TSU, RPIU, FFI, Intel Strategic estates - Derbyshire
<b>EMSOU Serious &amp; Organised Crime</b>						Lincolnshire	Derbyshire	DCS Andy Dickin	Leics	
<b>EMSOU Major Crime</b>						Lincolnshire	Derbyshire	tbc	Leics	
<b>EMSOU Special Branch</b>						Lincolnshire	Derbyshire	Mark Pollock	Leics	To be outside EMSOU overarching agreement
<b>EMSOU Technical Support Unit</b>						Lincolnshire	Derbyshire	tbc	Derby	
<b>EMSOU Forensic Services</b>						Lincolnshire	Derbyshire	Andrew Price	Derby	Derbyshire: HR, fleet, procurement, audit, IM, cost recovery Notts: insurance, IS, estates
<b>EMSOU Fraud &amp; Financial Investigation</b>						Lincolnshire	Derbyshire	Tbc	Leics	
<b>EM Protected Persons Service</b>						Lincs	Derbyshire	Regional DCC	Notts	
<b>EMOpSS</b>	NP				NP	Northants	Lincolnshire	CS Kerry Smith	Lincs	Leics; Insurance, HR, estates, risk management, H&S, information management
<b>EMCHRS Learning &amp; Development</b>			NP			Notts	ACO Naylor	Peter Ward	Leics	
<b>EMCHRS Occupational Health</b>			NP			Notts	ACO Naylor	Julie Feechan	Leics	
<b>EMCHRS Transactional Services</b>	Tbc	Tbc	Tbc	Tbc	Tbc	Notts	ACO Naylor	Maz Ahmad	-	
<b>EM Legal Services</b>						Notts	Regional DCC	Craig Sutherland	Derby	
<b>EM Strategic</b>	NP	NP	NP			-		Ronnie		

Commercial Unit								Adams		
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<b>EM Criminal Justice Service Overarching</b>	NP					Leics	Lincs	Mark Harrison	Lincs	Leics: HR & procurement Notts: Information management
<b>EM Criminal Justice Service Custody Detention Officers</b>	NP				NP	Leics	ACC Debenham		Lincs	
<b>EM Criminal Justice Service Regional Data Quality Team</b>						Leics	Lincs		Lincs	Leicestershire PCC website does not show Derbyshire participating
<b>EM Criminal Justice Service Regional Review Detention and Disposal</b>						Leics			Lincs	
<b>EM Criminal Justice Service ICTP Regional NICHE</b>						Leics			Lincs	To be extended to include City of London police
<b>EM Region Emergency Services Network Programme Team</b>						-				
<b>East Midlands Risk Register</b>			NP	NP	NP	-				Variance between S22 register and Leicestershire and Derbyshire PCC website(54 & force)
<b>Strategic Alliance Proof of Concept</b>	NP		NP			-				
<b>Shared Human Resources Service Centre</b>			NP	NP	NP	-			Derby	Derbyshire: IS, HR, estates, audit Leics: property storage, procurement
<b>Multi Force Shared Service (MFSS)</b>	NP	NP	NP			-				With Cheshire police
<b>Digital Interview Recording Database</b>			NP			-				
<b>Payroll</b>			NP	NP	NP	-				

### East Midlands Police Collaboration

#### List of National Section 22 agreements

National Police Chiefs Council (NPCC)	In order to deliver some of the functions that were previously carried out by ACPO, the Parties have agreed to establish a new co-ordinating body known as the National Police Chiefs' Council (the "NPCC") which shall be hosted by the Metropolitan Police (the "Host Force"). This will be a non legal entity and shall be a collaboration between Chief Officers.
National Police Air Service (NPAS)	The National Police Air Service is a national service, regionally coordinated for local delivery. NPAS is delivered under a lead force model with West Yorkshire Police and West Yorkshire PCC acting as the lead policing body.
National Police Co-Ordination Centre (NPoCC)	The National Police Coordination Centre (NPoCC) undertakes several functions in coordinating a multi-disciplinary response to a wide range of threats.
National Counter Terrorism Policing Headquarters (NCTPHQ)	The counter-terrorism coordination committee has responsibility for devising and driving national Counter Terrorism (CT) and Domestic Extremism (DE) strategic policy through the UK National Counter Terrorism Policing Headquarters (NCTP HQ) and reports to the NPCC and the government.
Criminal Records Office (ACRO)	The ACRO Criminal Records Office provides operational support to forces in relation to criminal records and associated biometric data, including DNA and fingerprint information.
National Ballistics Intelligence service (NABIS)	The National Ballistics Intelligence Service provides an intelligence resource that is available to police forces and other law enforcement agencies that focuses entirely on the criminal use of firearms.
National Vehicle Crime Intelligence Service (NaVCIS)	NaVCIS works with partner agencies and stakeholders within the trade and associated businesses to tackle 'vehicle enabled crime' by gathering and disseminating intelligence and sharing best practice.
National Wildlife Crime Unit	The main role of the UK National Wildlife Crime Unit (NWCU) is to assist in the prevention and detection of wildlife crime. We do this by obtaining and disseminating information from a wide range of organisations and by assisting police forces in wildlife crime investigation.
National Police Freedom of Information and Data Protection Unit (NPFDU)	The NPFDU acts as a national co-ordination body in providing professional advice and support for forces and stakeholders in all matters relating to both Freedom of Information and Data Protection within the UK police service.
UK Disaster Victim Identification (UKDVI)	The role of UK DVI is to coordinate the national capability of the police service to respond to mass fatality incidents.
Modern Slavery Transformation Fund	A time limited project set up to improve the police service response to this growing area of concern