



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

Date/Time: **Wednesday, 13 December 2023 at 1.00 pm**

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

Contact: **Euan Walters (Tel: 0116 305 6016)**

Email: **Euan.Walters@leics.gov.uk**

Membership

Mrs D. Taylor CC (Chairman)

Cllr. Nags Agath	Salma Manzoor
Cllr. Liz Blackshaw	Cllr. Michael Mullaney
Parisha Chavda	Cllr. Les Phillimore
Cllr Adam Clarke	Cllr. Sarah Russell
Cllr. Sarah Cox	Cllr. Christine Wise
Cllr. Jenny Joannou	Cllr. D. Woodiwiss
Cllr. Kevin Loydall	Cllr. Andrew Woodman

AGENDA

<u>Item</u>	<u>Report by</u>
1. Minutes of the meeting held on 9 October 2023 at 12.15pm.	(Pages 3 - 6)
2. Minutes of the meeting held on 9 October 2023 at 1.00pm.	(Pages 7 - 14)
3. Public Question Time.	
4. To advise of any other items which the Chairman has decided to take as urgent elsewhere on the agenda.	
5. Declarations of interest in respect of items on the agenda.	

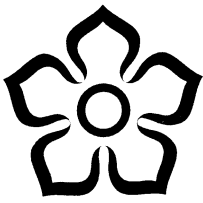


6. Delivering the Police and Crime Plan. (Pages 15 - 18)
7. Commissioners update. (Pages 19 - 24)
8. OPCC Corporate Governance Board update. (Pages 25 - 44)
9. Ensuring that Leicestershire Police are delivering for Leicester, Leicestershire and Rutland in implementation of Operation Soteria to develop new national operating models for the investigation and prosecution of adult rape. (Pages 45 - 48)
10. Update on the how the PCC and Force are implementing the recommendations that were provided as part of the Police and Crime Panel Tasking Group S106 funding review. (Pages 49 - 68)
11. Annual Report on Complaints against the Police and Crime Commissioner. (Pages 69 - 72)
12. Review of Leicester, Leicestershire and Rutland Police and Crime Panel Constitution. (Pages 73 - 118)
13. Dates of future meetings.

Future meetings of the Panel are scheduled to take place on the following dates all at 2.00pm:

Thursday 1 February 2024;
Tuesday 12 March 2024;
Tuesday 18 June 2024;
Tuesday 30 July 2024;
Monday 23 September 2024;
Monday 2 December 2024.

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



Leicester
City Council

Minutes of the Meeting of the
LEICESTER, LEICESTERSHIRE AND RUTLAND POLICE AND CRIME PANEL

Held: MONDAY, 9 OCTOBER 2023 at 12:15 pm

P R E S E N T :

Councillor Taylor (Chair)
Councillor Agath
Councillor Blackshaw
Councillor Cox
Councillor Joannou
Councillor Phillimore
Councillor Wise
Councillor Woodiwiss

In Attendance:

Mr Rupert Matthews – Police and Crime Commissioner
Mrs Rani Mahal – Deputy Police and Crime Commissioner
Ms Kira Hughes – preferred candidate
Ms Claire Trewartha – Chief Executive Officer

Also Present:

Ms Petty Patel – Head of Law
Ms Louise Pinnock – HR Team Manager
Mr Jacob Mann – Senior Democratic Services Officer

* * * * *

1. APOLOGIES FOR ABSENCE

Apologies were received from Councillor Mullaney, Councillor Loydall, Councillor Russell, Councillor Woodman and Salma Manzoor.

2. DECLARATIONS OF INTEREST

Members were asked to disclose any pecuniary or other interests they may have in the business to be discussed.

There were no such declarations.

3. CONFIRMATION HEARING FOR APPOINTMENT TO THE ROLE OF CHIEF FINANCIAL OFFICER

Following notification from the Police and Crime Commissioner of his intention to appoint a preferred candidate, Kira Hughes to the role of Chief Finance Officer, the Panel held a Confirmation Hearing in accordance with Schedule 1 of the Police Reform and Social Responsibility Act 2011.

The Panel received a report setting out the powers of the Panel and the process to be followed in the Confirmation Hearing.

The Panel noted the information provided by the Police and Crime Commissioner relating to the appointment of the Chief Finance Officer which included:

- The name of the preferred candidate and her experience and background,
- A statement from the Commissioner stating why the preferred candidate met the criteria of the role,
- The candidates CV (exempt),
- A job description.

The Police and Crime Commissioner addressed the panel and gave an overview of the recruitment process undertaken to select his preferred candidate and stating why the preferred candidate met the criteria for the role.

The Police and Crime Commissioner commended Kira Hughes to the Panel.

The Panel asked the Police and Crime Commissioner several questions, this included seeking assurance as to the fairness and transparency of approach taken to this appointment. The Panel then asked a series of robust questions of the candidate related to her professional competence and personal independence, the answers to which enabled Members to evaluate her suitability for the role. At the end of the questioning the Chair thanked the candidate for her responses and provided an opportunity to clarify any responses given.

The Chair announced that the Panel's resolution would be notified to the Police and Crime Commissioner and confirmed in writing as specified by relevant legislation.

The Chair then asked all, but Members of the Panel and the Panel's support officers to withdraw from the meeting.

RESOLVED:

That the press and members of the public be excluded from the meeting during the Panel's deliberations on the grounds their presence would likely involve the disclosure of exempt information as defined in paragraphs 1 and 3 of Schedule 12A of

Part 1 of the Local Government Act 1972.

4. PRIVATE SESSION

The Panel held exempt discussions and examined the evidence provided in the Confirmation Hearing session.

The Panel assessed the candidate's ability based upon her suitability to undertake the role.

Members noted the candidate's wealth of experience and proficiency she would bring to this role.

Members felt the candidate was very credible and met the standards of professional competence and personal independence necessary to undertake the role in a confident manner.

On the basis of the information provided by the Police and Crime Commissioner, the candidate's responses to robust and varied questioning during deliberations the Panel supported the proposed appointment.

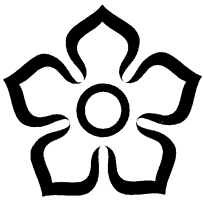
RESOLVED:

That the proposed appointment of the candidate, Kira Hughes, be supported.

5. ANY OTHER URGENT BUSINESS

There being no further business, the meeting closed at 12.50pm.

This page is intentionally left blank



Leicester
City Council

Minutes of the Meeting of the
LEICESTER, LEICESTERSHIRE AND RUTLAND POLICE AND CRIME PANEL

Held: MONDAY, 9 OCTOBER 2023 at 1:00 pm

P R E S E N T :

Councillor Taylor (Chair)
Councillor Agath
Councillor Blackshaw
Councillor Clarke
Councillor Cox
Councillor Joannou
Councillor Phillimore
Councillor Wise
Councillor Woodiwiss

In Attendance:

Mr Rupert Matthews – Police and Crime Commissioner
Mrs Rani Mahal – Deputy Police and Crime Commissioner
Ms Kira Hughes – Chief Finance Officer
Ms Claire Trewartha – Chief Executive Officer

Also Present:

Ms Petty Patel – Head of Law
Mr Jacob Mann – Senior Democratic Services Officer

* * * * *

1. APOLOGIES FOR ABSENCE

Apologies were received from Councillor Loydall, Councillor Mullaney, Councillor Russell, Councillor Woodman, and Salma Manzoor.

2. DECLARATIONS OF INTEREST

There were no declarations of interest.

3. MINUTES OF THE LAST MEETING:

RESOLVED:

That the minutes of the meetings held on:

Ordinary meeting 26 July 2023

Confirmation Hearing for appointment to the role of Chief Executive Officer 10 August 2023

be confirmed as a correct record.

4. PUBLIC QUESTIONS

No public questions had been received.

5. COMMISSIONER'S UPDATE TO POLICE AND CRIME PANEL

Panel Members received a report to provide the panel with an update on the activities undertaken by the Commissioner, his deputy and OPCC in relation to the delivery of the Police and Crime Plan and the Commissioner's statutory duties covering the period June 2023 – Sept 2023.

The PCC presented the report, it was noted that areas not yet visited by the PCC would soon receive visits. Major work was ongoing with recommissioning for Victim First. An Officer had recently started to strengthen and increase memberships of local Neighbourhood Watch schemes.

In response to a question from the Chair, the PCC stated that the Deputy PCC was very busy and a great asset. A formal report on the work of the Deputy PCC would be brought to the panel.

RESOLVED:

1. That the contents of the report be noted.
2. That the Panel requests a formal report in future on the work of the Deputy Police and Crime Commissioner.

6. POLICE AND CRIME COMMISSIONER ANNUAL REPORT 2022/23

Panel Members received a report to present the draft Annual Report (Appendix A) for the Police and Crime Commissioner for Leicestershire for the period of 1st April 2022 to the 31st March 2023 in accordance with Section 12 of the Police Reform and Social Responsibility Act 2011(PRSRA).

The Chief Executive Officer presented the report, it was noted that further work would be taken to improve the visuals of the report for sharing online.

In response to a question from the Chair it was noted that a large amount of training happened for Police not based in rural areas to be able to respond to rural issues.

It was noted that a formal report on Mini-Police would soon be coming to the Panel.

Further information was requested from Panel Members to be included in the report on the rationale for ethnicity data on VRN interventions being included in the report, and on good evidence practice at the VRN, and more information on the positive impact of Commissioning.

RESOLVED:

1. That the contents of the draft report be noted.
2. That Panel Members' requests for amendments to the report be considered by OPCC Officers and the PCC.

7. POLICE AND CRIME COMMISSIONER STRATEGY REPORT – ESTATES INSIGHT REPORT

Panel Members received a report to give an update on the current Police Estate; providing an update on the current capital programme, ongoing projects and S106.

The Chief Finance Officer presented the report, it was noted that a large amount of this information was included in the Capital Programme that the Panel considered in February. A short paragraph had been added on Reinforced Autoclaved Aerated Concrete.

Panel Members were encouraged to work with their own Planning Authorities to ensure that S106 funds were properly assigned to Police projects.

More information as requested on the revenue impact of the proposed solar farm at Force HQ.

In response to a Member question it was noted that S106 funding was not drawn into the Capital Programme.

In response to a question from the Chair it was noted that the S106 funding formula was currently being considered by the Legal department.

RESOLVED:

1. That the Panel notes the contents of the report.
2. That the Panel requests further information on the estimated revenue impact of the Force HQ solar farm and on the progress of the S106 funding formula.

8. MODERN DAY SLAVERY AND HUMAN TRAFFICKING

The Panel received an update on the Forces' positions with regards to Modern slavery and Human Trafficking (MSHT).

The PCC presented the report, noting how seriously the Police took this issue and that they were aware of these kind of issues occurring in Asylum Seeker Hotels.

In response to a question from the Chair it was noted that these issues mainly occurred in the city and in parts of Charnwood.

Members requested more detail on how many cases were prosecuted as a result of Operation Tacit, how much specialist resource was being consumed by this work, and data on the exploitation of children.

RESOVLED:

1. That the Panel notes the report.
2. That the Panel quests that more information be provided on the areas raised.

9. DOMESTIC ABUSE AND VIOLENCE AGAINST WOMEN AND GIRLS UPDATE

The Panel received a report with an update on the data, activities and outcomes relating to Domestic abuse (DA) and Violence Against Women and Girls (VAWG).

The PCC presented the report, it was noted that the domestic abuse resolution team appeared to be achieving great things and that the increase in reporting of domestic abuse that occurred during lockdown had not gone away. It was noted that a small amount of the changes in trends in statistics could have been due to a change in how cases were recorded.

In response to a question, it was noted that the data included in the report was entirely from the Police. Members noted that Local Authorities and Community Safety Partnerships also held separate data on this area however it was often on cases that didn't go to the Police.

In response to a question, it was noted that the Police's data was broken down by gender and by other demographic information.

In response to a question, it was noted that the definition of a positive outcome in the report was not always tied to a prosecution and was defined as being positive for the system rather than the victim.

Members noted that these cases could take a variety of forms including an example of someone being held against their will by their in-laws.

In response to a question, it was noted that many of these reports came from parks, it had been suggested that steps such as new lighting could address

some issues as this had worked at Queens Park.

RESOLVED:

1. That the Panel notes the update.
2. That the Panel requests more data on the demographic breakdown of cases.

10. CORPORATE GOVERNANCE BOARD REPORT

The Panel received a report to provide an update on Corporate Governance Boards held in April 2023, June 2023 and July 2023, and the oversight of Leicestershire Police performance by the Police and Crime Commissioner for Leicester, Leicestershire and Rutland and his Office.

The PCC presented the report, it was noted that the local Police were carrying out their own review into the 2022 East Leicester disturbances but would still provide all its information to the national review.

The Panel considered reports from the 4 Governance Board meetings, in response to questions it was noted that:

- It was expected that the Force's ongoing data wash would conclude in October or November. The purpose of the exercise was to ensure that old data still fit-in with new ways of recording data.
- The PCC had provided challenge to the Force on the reducing numbers of PCSOs.
- Neighbourhood Active was a scheme being trailed where volunteers from the community would wear branded clothing and help with community outreach work. The scheme had proven successful in St Matthews and was being considered for expansion.
- Governance Boards were now being held once every 8 weeks.

RESOLVED:

That the Panel notes the report.

11. EFFICIENCY SAVINGS 2023-24

The Panel received a report to outline the approach taken to address the in-year budget gap of £3.9m and the in-year savings to be achieved.

The Chief Finance Officer presented the report noting that the force was currently carrying out an operation to look at removing inefficiencies and looking at productivity and demand.

In response to questions, it was noted that:

- Income came from a number of sources, primarily grant funding.
- Savings in body armour costs was due to securing a better price on contracts.
- A cash terms saving on the right place, right person policy had not yet been established.

A Member requested that the official definition of a crime according to the Police be provided.

There was discussion on the 101 call service. It was noted that the service was facing an ongoing challenge of recruitment. It was noted that when the local call centre was full a call would be transferred to Northampton, but all relevant information would be passed to the local team investigating.

RESOLVED:

1. That the Panel notes the update.
2. That the Panel requests that the official Police definition of a crime be provided.

12. RECRUITMENT AND RETENTION ANNUAL REPORT

The Panel received a report to provide the updated annual recruitment and retention report of Leicestershire Police.

The PCC presented the report, it was noted that there was positive movement toward the target of 25% of new recruits coming from an ethnic minority. It was stated that socio-economic factors should also be considered in this work, and that retention and promotion were also crucial indicators of success.

In response to questions, it was noted that exit interviews were not mandatory so the reasons for early exits were often unknown. Early exits were a significant issue, with the rate of Officers staying on for 30 years declining. One of the reasons this was an issue was due to the resource required to train one Officer. One potential reason for the high number of recent exits was a proportion of Officers reaching retirement. Data was requested on how this Force compared with others around the country on this issue. It was noted that the PCC had provided challenge to the Force on this issue. It was requested that a future update include details of entry and exits points for Officers.

RESOLVED:

1. That the Panel notes the report.
2. That the Panel requests that a further update include the points raised by the Panel.

13. WORK PROGRAMME

The Work Programme was noted.

It was suggested that reports could be added on the serious violence strategy and service improvement for rape victims.

14. DATE OF NEXT MEETING

The date of the next meeting was confirmed as 13 December 2023. The Chair announced that following this meeting, the administration of the Panel would transfer to Leicestershire County Council. The Chair thanked Jacob Mann for his time administering the Panel.

There being no other business, the meeting closed at 2.31pm.

15. ANY OTHER URGENT BUSINESS

This page is intentionally left blank



**POLICE & CRIME
COMMISSIONER**
For Leicester,
Leicestershire & Rutland

Your Communities - Your Commissioner

Police and Crime Panel for Leicester, Leicestershire and Rutland

13 December 2023

Delivering the Police and Crime Plan

Report Date	13 th December 2023
Report Author	Lizzie Starr, Director of Governance and Performance
Security Classification	OFFICIAL

Purpose of Report

1. In his role as the Police and Crime Commissioner (PCC) the Commissioner is required to establish a Police and Crime Plan (PCP) and deliver such a plan.
2. The PCC brings this report to outline for the Police and Crime Panel how he is fulfilling his duty by ensuring delivery of the Police and Crime plan and to update the panel on the Police and Crime Plan priorities for the remainder of the financial year.

Request of the Panel

3. In their role to scrutinise the PCC, the Commissioner requests that the panel examines the contents of this report. He would specifically like to ask the panel their opinion on the following questions;
 - a. Is the Panel content with the current progress made in relation to the Police and Crime plan?
 - b. Would the panel like to make any recommendations to the PCC in relation to this matter?

Summary

4. The PCC has recently commissioned a full review of all activity relating to the Police and Crime plan in order to determine the priorities for the next 6 months. That review has revealed significant areas of success and significant achievements from the PCP.
5. The PCCs evidence for these successes and achievements lie in the fact that, on review, a large proportion of actions within the Police and Crime Plan have been completed or implemented. The OPCC are currently designing highlight reports for each workstream of the Police and Crime plan for the March Panel meeting to demonstrate and evidence this to the panel. In anticipation of that some key highlights include:
 - a. Visible Policing – this includes an increase in the number of special constables, increased funding and accessibility of tasers for specials, a full review of the estate’s strategy, a successful pilot of the mini police scheme and police liaison officer introduced within schools.
 - b. Rural Policing – this includes an enhanced rural crime team, the introduction of a rural crime app for frontline officers, increase of 4x4 vehicles and additional driver training, a Neighbourhood watch manager recruited and the introduction of the mounted volunteer’s scheme.
 - c. Neighbourhood Policing – including a refreshed neighbourhood policing strategy, an enhanced training offer to new officers through the Academy and a large-scale public perception survey.

- d. Community Policing – including an enhanced focus on wildlife protection in the Estates Strategy, a diversionary grants round, regular Commissioner Community Thursdays and a number of round of the Commissioners Safety Fund.
 - e. Protecting Personnel – a local occupational health unit introduced, an enhanced accountability structure introduced and enhanced leadership training introduced at all ranks
 - f. Curbing Violent Crime – including a multi-agency dashboard sharing data between partners, national recognition the readiness to implement the SV duty, national recognition in the positive trends relating to serious violence data and the introduction of the Phoenix Programme targeting dangerous offenders.
6. The review further highlighted four areas, already included in the PCP, but that the PCC feels would benefit from increased focus over the next six months with the DPCC and OPCC. These are:
- a. Business Crime – including a series of business crime round tables, introduction of a business crime network, increased funding for business crime prevention mechanisms and an enhanced focus on developing a public health approach to tackling business crime.
 - b. Victims of Crime – this focus will include a mapping of the victim’s journey through the criminal justice system including an enhanced focus on this through the regional and local criminal justice boards, ensuring OPCC commissioning activity is victim centred by including lived experience feedback and preparing the OPCC/Force for the Victims Bill.
 - c. Partnerships – researching and developing ways of communicating the partnership working arrangements to the public, strengthening current partnership arrangements including the community safety partnerships.
 - d. Trust and Confidence – this is a new dedicated workstream which will include the continuation of the PCC and CC public meetings, enhanced transparency around the PCC and CC meetings, targeted engagement of those groups with less confidence in the police and a new parish council engagement scheme.
7. The PCC hopes the Police and Crime Panel can see the progress made and looks forward to bringing a more detailed, data evidenced report to the panel in March.

----- **End of Report** -----

This page is intentionally left blank



**POLICE & CRIME
COMMISSIONER**
For Leicester,
Leicestershire & Rutland

Your Communities - Your Commissioner

Police and Crime Panel for Leicester, Leicestershire and Rutland

13 December 2023

Commissioners Update

Report Date	13 th December 2023
Report Author	Lizzie Starr, Director of Governance and Performance
Security Classification	OFFICIAL

Purpose of Report

1. In his role as the Police and Crime Commissioner (PCC) the Commissioner is required to secure efficient and effective policing for Leicester, Leicestershire and Rutland, establish a Police and Crime Plan and deliver such a plan and bring together community and criminal justice partners to make sure local priorities are joined up.
2. The PCC brings this report to outline for the Police and Crime Panel how he is fulfilling his duty through his work or the work of the Deputy Police and Crime Commissioner and office throughout October and November.

Request of the Panel

3. In their role to scrutinise the PCC, the Commissioner requests that the panel examines the contents of this report. He would specifically like to ask the panel their opinion on the following questions;
 - a. Is the Panel content in the work update provided by the PCC?
 - b. Would the panel like to make any recommendations to the PCC in relation to any of the work outlined within the report?

Summary

4. The PCC has taken a consistent approach to enable him to ensure that the thoughts of communities across Leicester, Leicestershire and Rutland are taken into consideration in his work and also to triangulate the information provided to him from within the Force. The PCC and the DPCC undertake regular community visits, patchwalks, public meetings, consultations and roundtables to ensure that the community, elected officials and others have the opportunity to feed in their views on performance and priorities.
5. These views and feedback are fed into the internal governance system and planning meetings to ensure that:
 - a. The Police and Crime Plan continues to reflect the priorities of the communities and
 - b. The PCC/DPCC is able to constructively feed opinions into their discussions with the Chief Constable.

Background, Relevant Data and Trends

6. Over the past two months the PCC has been on various engagement events which includes his regular community Thursdays which has seen him visit; Leicester, Wigston, Melton and Loughborough for example. The PCC has also commenced a series of patch walks which include the local councillors and beat officer discussing crime and policing matters in the local areas. Patch walks

have taken place with either the PCC or Deputy PCC in the following wards; Aylestone and Eyres Monsell, Abbey and Beaumont leys and the Rushey mead wards). The PCC has also called facilitated an urgent public meeting in Kegworth to discussion community concerns with local residents regarding unsafe driving practices.

7. Following the results of the large scale public consultation exercise undertaken by the PCC earlier in the year, the PCC has been taking part in targeted engagement towards young people; as such the PCC has attended a number of local youth groups to discuss the role of the Police and Crime Commissioner and police. He has also attended a pupil-led event at New College, Leicester in which Year 11 pupils had created a short video around Policing, perceptions of crime and understanding potential barriers to reporting crimes.
8. The PCC has started offering public meetings in each of the districts and has held two over the past two months at Whitwick and Charnwood. These public meetings provide the public a valuable opportunity to directly engage with the PCC and Chief Constable to ask questions and raise matters of concern. This programme of public meetings will continue in the new year with venues in the city.
9. The DPCC has a portfolio area of championing the response to business crime; in relation to this portfolio area over the past two months the DPCC has attended various stakeholder meetings to scope and understand the issues surrounding the subject. This includes a national economic crime briefing and a FED meeting. The DPCC has also started hosting a number of business crime round tables with local business owners and partners to heard feedback and concerns around the policing in this area. The DPCC has also had a meeting to discuss the progress and future of the DISC system – which is an information sharing app which empowers business owners to share information about incidents and offenders between themselves so they can better protect themselves against crime and keep their property, employees and customers safe.
10. The PCC tasked the DPCC with harnessing and supporting a partnership approach to tackling community safety, as such the DPCC sits on a number of partnership boards to influence and monitor progress in the partnership arena; over the past two months this has included the Health and Wellbeing board, the NPCC partnership summit, APCC General meeting and the Strategic Partnership Executive board meeting.
11. The DPCC is also the lead for Violence against women and girls and in the past period the DPCC hosted a relaunch event of the Women and Girls in and at risk of the Criminal Justice System across LLR. The launch event is to bring together to ensure the work that all partner agencies are undertaking is aligned

to ensure the maximum impact. The session provided the different agencies an opportunity to update on the work in their areas and discuss and agree on a way forward. The DPCC also attended an APCC working group also discussing the matter of women in the criminal justice system.

12. On the 20th November the DPCC launched the International Restorative Justice Week. The DPCC gave a speech on the benefits of a Restorative Justice approach and the positive impact that can have on both communities and offenders. Off the back of this work the DPCC intends to run a discussion session with the Chief Constable on how this approach could be used more in LLR.
13. The OPCCs managed ICV scheme has been nationally recognised by the ICVA (Independent custody visiting association) QAF (quality assurance framework). The scheme sees trained volunteers from the local community, known as Independent Custody Visitors (ICVs), make regular unannounced visits to police custody suites to check on the rights, entitlements, well-being, and dignity of the detainees held there. Their findings are reported to the Police and Crime Commissioner, who holds the Chief Constable to account. The Independent Custody Visiting Association (ICVA) - the national membership organisation that supports, leads and represents these schemes - has developed a quality assurance framework to assess how well schemes comply with the Code of Practice that governs custody visiting. The Leicestershire Scheme was presented with a platinum Quality Assurance Award by the ICVA on Wednesday, November 29. The scheme is one of only 6 in the country to be awarded the platinum award in the country.
14. The Office continue to achieve 100% of scheduled ICV Visits. No serious issues have been observed within these visits. The recruitment to strengthen the number of volunteers available for custody visits has just concluded and interviews will be taking place before Christmas. The new recruits will then undergo a comprehensive training programme to become operational.
15. The team are currently working on recommissioning one of the OPCCs largest contracts for Victim First the tender process has just concluded and the successful provider can now be announced as Catch 22.
16. As the panel will be aware the team worked on 3 Safer Streets bids in August, the OPCC received notification that the full funding amount £960,591.34 was to be awarded over both funding years.
17. The team are currently mobilising the bids and ensuring all relevant financial agreements are in place. The details of the different interventions within each bids are below;

- a. Proposal 1 – VAWG - £315,568 – bid interventions include; a coproduction event with children and young people across LLR, development of a range of age appropriate resources, a bystander programme, a community partnership scheme and a behaviour change campaign.
 - b. Proposal 2 – ASB – Melton - £313,967.89 – bid interventions include; an intervention providing bespoke package of weekly sessions for adults and young people to provide educational supportive tools to increase the awareness of ASB and de-escalation techniques, target hardening of over 100 homes, CCTV including fly tipping cameras, a redeploy able help point drone camera, practitioner training for ASB legislation and a targeted educational outreach programme for young people and increased lighting in ASB hotspots.
 - c. Proposal 3 – Neighbourhood Crime – Oadby and Wigston - £331,055.45 – bid interventions include; a neighbourhood crime campaign, target hardening of approx. 400 properties, redeploy able cctv, fixed cctv and anti-burglary cocooning packs for repeat/vulnerable victims.
18. As part of the bid two fixed term posts were also included to support the delivery of the bids, a Project Officer to manage the required returns and ensure delivery against the timelines. A VAWG lead has also been appointed to manage and progress the interventions relating to the VAWG bid. Both of these posts have been successfully recruited to and both candidates are currently undergoing vetting.
19. The PCC hopes that the Police and Crime Panel can see how the highlights described above are bringing benefits to the residents of LLR, ensuring that their voice is heard within the Force and driving forward activity to drive down and prevent crime and support victims.

----- **End of Report** -----

This page is intentionally left blank



**POLICE & CRIME
COMMISSIONER**
For Leicester,
Leicestershire & Rutland

Your Communities - Your Commissioner

Police and Crime Panel for Leicester, Leicestershire and Rutland

13 December 2023

Corporate Governance Board Report

Report Date	13 th December 2023
Report Author	Lizzie Starr, Director of Governance and Performance
Security Classification	OFFICIAL

Purpose of Report

1. In his role as the Police and Crime Commissioner (PCC) the Commissioner is required to secure efficient and effective policing for Leicester, Leicestershire and Rutland, appoint a Chief Constable and hold them to account.
2. The PCC brings this report to outline for the Police and Crime Panel how he is fulfilling his duty by holding the Chief Constable to account for the performance of the force.

Request of the Panel

3. In their role to scrutinise the PCC, the Commissioner requests that the panel examines the contents of this report. He would specifically like to ask the panel their opinion on the following questions;
 - a. Is the Panel content in the way that the PCC has held the Chief Constable to account through the Corporate Governance Board?
 - b. Would the panel like to make any recommendations to the PCC in relation to this matter, especially in relation to the ask in Paragraph Five?

Summary

4. It is the opinion of the PCC that the Chief Constable is providing a efficient and effective service on the areas questioned at September Corporate Governance Board and that this board provides a robust system to challenge the Chief Constable on performance.
5. The PCC is looking to develop this Board further and to out in place a set of standardised performance metrics that will be reviewed with the Chief Constable on a regular basis. The PCC welcomes feedback from the Police and Crime Panel on any high-level strategic metrics that they feel he should consider for inclusion.

Background, Relevant Data and Trends

6. The Full report of the board meeting is attached as Appendix 1.

----- **End of Report** -----

OFFICIAL

APPENDIX 1



**POLICE & CRIME
COMMISSIONER**
for Leicester,
Leicestershire & Rutland
Your Communities - Your Commissioner

CORPORATE GOVERNANCE BOARD

25th September 2023

Contents

1. Overview, attendance and purpose
2. Urgent business
3. Declarations of Interest
4. Minutes of meetings of the Corporate Governance Board held on 17th July 2023
5. Corporate Governance Framework
6. Memorandum of Understanding
7. Operational Performance
 - a. Summary suitable for the police and crime panel
 - b. East Leicester Review
 - c. Neighbourhood Policing
 - d. Trust and Confidence (deferred)
 - e. VCOP (Victims Code of Practice) Performance Update
 - f. Modern Day Slavery and Human Trafficking
8. Emerging National and Local Policing Issues
9. Finance
 - a. Update on the Capital Programme
 - b. Estates Progress
 - c. Medium Term Financial Plan
 - d. S106 Money
10. Change and Transformation
 - a. Update on new powers relating to Unauthorised Encampments
 - b. Update on timelines for Transformation and Change Strategy
 - c. Information on service improvements for victims of rape (Separate paper attached for the benefit of the Police and Crime Panel)
11. People
12. Corporate Risk
13. HMICFRS
14. AOB

1. Overview, attendance & purpose

Overview

The Corporate Governance board was established in November of 2021, in replacement of the Strategic Assurance Board. The CGB is attended by both the OPCC and the Chief Officer Team, meeting roughly every 8 weeks to discuss and highlight the performance of Leicestershire Police force. Below is a report detailing the discussions of the meeting held on the 25th September 2023.

Attendance

Office of Police and Crime Commissioner

Mr R Matthews (Police and Crime Commissioner)
Mrs Rani Mahal (Deputy Police and Crime Commissioner)
Claire Trewartha (CEO)
Miss Kira Hughes (Chief Finance Officer)
Mrs Sehrish Hussain (Business Staff Officer)

Office of Chief Constable

Mr R Nixon (Chief Constable)
Mr D Sandall (Deputy Chief Constable)
Mrs Michaela Kerr (Assistant Chief Constable)
Mr C Kealey (Head of Communications and Engagement)
Mr P Dawkins (Assistant Chief Officer (Finance))
Mr A Kelly (Assistant Chief Officer (Human Resources))

Apologies – Mr Adam Streets (ACC), Mrs Lizzie Starr (OPCC, Director of Governance and Performance)

Purpose

The Corporate Governance board was established in November of 2021, in replacement of the Strategic Assurance Board. The CGB is attended by both the OPCC and the Chief Officer Team, meeting **every 8 weeks** to discuss and highlight the performance of Leicestershire Police force. Below is a report detailing the discussions of the meeting held on the 17th July 2023.

The purpose of this report is to highlight the main points covered in the latest CBG, in the following format:

- i. Overview of issue (with the exception of some repeat financial items)
- ii. Force update/overview
- iii. Police and Crime Commissioner response (where appropriate)

2. Urgent Business

None raised.

3. Declarations of Interest

None raised.

4. Minutes of meetings of the Corporate Governance Board held on 17th July 2023

The minutes were deemed an accurate document.

5. Corporate Governance Framework

Deferred to November board.

6. Memorandum of Understanding

Deferred to November board.

7. Operational Performance

a. Operational Summary

Overview: Summaries of operational performance for the previous 8 weeks is routinely brought to the CGB for the benefit of the Chair, and for interest of the public and police and crime panel.

Force update: The board received a report from the Chief Officer Team (COT) authored by D/Supt Gavin Drummond. The paper contains a detailed summary of operational activity for the period from the last CGB to the current. Included in the report are details including: the Leicester City v. Coventry City high-risk fixture and Leicestershire Police's fair but firm policing operation assisted by mutual aid and public order resources from West Midlands Police; intelligence lead operations targeting vehicles used in criminality and the subsequent successful arrests; an operation to support the celebrations of Pakistan Independence Day and then the Indian Independence Day retrospectively, which involved police presence from neighbourhood officers and the Road Policing Unit; a response to a robbery which resulted in an offer injury and A&E attendance after a suspect threw a knife at the officer; details of a policing operation to support the safe facilitation of Leicester pride, among others.

PCC response: The Chair congratulated all those who were involved in ensuring operations/events ran smoothly.

b. East Leicester Review

Overview: The East Leicester Review has been a recurring item at the corporate governance board since the incident of sudden community tension and subsequent disorder during 2022. The incident was widely reported locally, nationally and internationally.

Force update: The board received a report from the Chief Officer Team which was presented by DCC David Sandall. The report was presented to provide an updated position statement to the board in relation to an internal review of Leicestershire Police's role during the disorder in East Leicester and to note significant actions taken.

The report details that CC Rob Nixon commissioned an independent internal review as is normal practice following a significant operation. The review's purpose was to provide learning and improvement for Leicestershire police, covering the following:

- Command and incident management
- Crime and Anti-Social Behaviour (ASB)
- The suspect strategy supporting investigations
- Data analysis of East Leicester Neighbourhood Policing Area
- Community engagement
- Public order response

To complete the review, the reviewing officers:

- Viewed incident documentation
- Viewed minutes of gold meetings
- Viewed Niche (Police Crime Recording System) and the Community Impact Assessment (CIA)
- Conferred with key members of staff
- Analysed data held by Leicestershire Police
- Looked at local policies and processes
- Considered national best practice

The independent internal review was submitted to the Chief Constable in Spring 2023. It was noted that central government had decided in the interim to appoint an independent review into the disorder of 2022. It was considered appropriate, in order to support the integrity and good process of any central government review, that Leicestershire Police would seek to submit its internal findings to the appropriate body at the right time with the intention to co-operate fully and transparently. It is noted within the report that for this reason, the force has chosen not to expand on detailed findings of its independent internal review at this stage to safeguard any future report by central government. Notwithstanding a central government inquiry, Leicestershire Police was keen to progress any learning without delay to strengthen the service to the public, incorporating any specific actions in east Leicester, to prevent and detect crime, protect our communities, and maintain the peace. The force also believes it is important for transparency, and to the scrutiny provided by the Police and Crime and Commissioner

(and Police and Crime Panel) to have sight of the larger operational actions taken by the force since autumn 2022 and understand their progress.

Key actions already taken include significant investment in the leadership of the force's neighbourhood policing model, which entailed the appointment of a Chief Superintendent and supporting team for the City of Leicester and one for the counties to raise standards and improve service.

The report details that the investigation has so far led to 58 people charged, 32 found guilty (17 of which pleaded not guilty), 6 cases discontinued or dismissed at court, 1 community resolution, 19 cases still pending at court. The sentences imposed included various fines up to £1200, unpaid community work, conditional discharges with fines, tag curfews and suspended sentences among others.

PCC response: The Chair explained that there is too much information yet not enough. The Chair asks how the information on when and how the recommendations from the review and how they are being implemented will be relayed to the PCC. David Sandall responded that a formed update was given in July's Force Exec Board meeting and that this update could be shared with the PCC.

The Chair further queried the narrative of disorder starting in September and October 2022, stating that disorder actually started in May 2022. DCC Sandall explained that his report included only events reported to the police and this is why September and October were outlined, however the DCC acknowledged that there had been several underlying problems since May 2022. The Chair suggested that it would be more accurate to reflect in the report that matters were arising for a prolonged period. DCC Sandall explained to the PCC that the police are not the right organisation to address some of the underlying issues and the importance lied in managing community's expectations of what the police can do to support the communities.

Regarding a paragraph within the report on hate crimes and incidents, the Chair asked for clarification on what 'reviewing its approach to hate crime in detail with new leadership in place' means. DCC Sandall clarified that the Force is reviewing their policy and approach to Hate Crime. The DCC informed the chair of a new Inspector and Chief Inspector for East Leicester and also for the Hate Crime team.

c. Neighbourhood Policing

Overview: The Chair in June 2023, the Police and Crime Commissioner requested a paper to be presented to the Corporate Governance Board against a series of core questions.

1. What is the current policy guiding Leicestershire Police in the provision of Neighbourhood Policing and when was that policy introduced?
2. How often is the policy assessed for effectiveness?
3. What measures are used to assess the effectiveness of each NPA?
4. What formal or informal consultations are carried out with the public and/or their elected representatives to find their views on their local NPA?
5. How many officers & PCSOs are on the establishment of each NPA?
6. How has the number of officers and PCSOs on the establishment of each NPA varied over the past five years?
7. What considerations affect the number of officers and PCSOs allocated to the establishment of each NPA?
8. What has been the abstraction rate for officers and PCSOs from each NPA on a monthly basis for the past five years [happy to look at whatever time period is easiest to find the data?]
9. How do the costs of neighbourhood policing appear in the Budget, as agreed annually?

Force update: The board received an update report written by C/Supt Jonny Starbuck. The paper provides extensive, detailed responses to each question in the report brief from the PCC.

PCC response: Regarding the number of officers and PCSOs on the establishment of each NPA over the past 5 years, the Chair asked if he could receive figures for the months and years to come to see how figures are progressing. DCC Sandall clarified the Chair's requests, and the Chair also asked for Neighbourhood Officers to be included in the reporting.

Regarding a new module for the Neighbourhood Link community engagement platform, the Chair queried whether or not this went live in July 2023 as planned, which DCC Sandall confirmed that it had.

The Chair also queried Neighbourhood Policing Teams regular attendance at Parish Town Council meetings as the PCC has experienced complaints from the public stating they don't receive newsletters updating them on the work of their local officers. DCC Sandal explained that all members of the public can sign up to neighbourhood link, and that the force need to check whether Parish Council's are signed up. The Chair was advised that ACC Streets would hold information on frequency of attendance.

d. Trust and Confidence

It was determined that due to the broad nature of this topic and the depth of discussion required, this topic would be discussed in a separate meeting with a date TBC.

e. Victims Code of Practice (VCOP) Performance Update

Overview: The Victim Code of Practice is a statutory code that sets out the minimum level of service that victims should receive from the criminal justice system. It outlines the service you can expect from criminal justice agencies if you are the victim of a crime. The Code of Practice is part of the government's strategy to ensure the Criminal Justice System (CJS) always puts victims first.

Force update: The board received a report from the COT and verbal update from DCC Sandall. DCC Sandall explained that the force were experiencing an increase in performance as improved quality of recording has increased the level of contact made with victims. Officers engaging with victims ensure to continue to be consistent in providing relevant updates to victims. The focus is now on the quality of the updates now that the frequency is at improved standards. DCC Sandall explained that over the next three months, the force will be trialling out a digital base contact with the victim to aid with building trust and confidence and increasing victim satisfaction.

PCC response: The Chair asked at what level this is to be monitored, Sergeant or NPA inspector. DCC Sandall stated that strategically, D/Supt Chris Baker is the owner however all relevant persons have access to Power BI force performance dashboards. Power BI shows the Sgt which officers/PCSOs are not providing updates to victims.

It was understood by all that an increase in performance is achieved through compliance levels, improvement around performance and utilisation of digital tools.

f. Modern Day Slavery and Human Trafficking

Overview: The PCC requested a paper to provide an update in relation to the force's position against Modern Day Slavery and Human Trafficking within Leicester, Leicestershire, and Rutland. Modern Slavery and Human Trafficking sits within the force Control Strategy for 2023 as a service priority and features in the governments Strategic Policing Requirement under the banner of serious and organised crime and is included in the PCC's Police and Crime Plan.

Force update: The board received a report from the COT written by DI Gary Bee in the Force Exploitation Team. The report outlines that the team was introduced in September 2019, comprised of a DI, four DS' and a specialist team of experienced detectives, police officers and police staff. The report details the experience and knowledge of team members and the main processes and functions of the team. The report also states that in an average month, the team will investigate

approximately 35 live investigations, receive 20 referrals from the National referral mechanism (NRM) and assist in a further 15 investigations providing tactical advice. The report also outlines that the team have developed and maintain a key network of individuals from multiple agencies and partnerships in the tackling of Modern Slavery and Human trafficking. The report also goes on to detail a problem profile of the LLR including a hotspot map of recorded issues.

The report further goes on to discuss Child Criminal Exploitation (CCE) which includes the slavery of children. The report states that the growth in CCE offences recorded by the organisation in the last 3 years is significant and is the largest area of growth within the exploitation team.

ACC Michaela Kerr asked for the Chair's support around the wider approach regarding Modern Day Slavery and Human Trafficking. ACC Kerr explained that the paper demonstrates a police response and investment and outlines opportunities with local authorities, HMIC and immigration. ACC Kerr stated that the setting up of a network under the local authority's leadership would not require significant funding but more commitment from partner agencies.

PCC response: The Chair asked if this is something that would fall under the Community Safety Partnerships rather than the PCC. ACC Kerr explained that it does not, as other agencies such as immigration and HMIC do not fall under that remit and have some of the best intelligence to support other areas.

CEO Claire Trewartha explained that the Police and Crime Panel had raised a question previously about whether anything was in place to stop refugees being exploited and what is being done to protect them. ACC Kerr stated that work would need to be done collectively to identify, disrupt and target this. ACC Kerr went on to explain that the force is looking to do an anti-slavery network in Leicester, Leicestershire and Rutland which would allow the PCC to address the question raised by the Police and Crime Panel.

8. Emerging National and Local Policing Issues

Force update: DCC Sandall explained that the current issue nationally is Firearms capability. There are national concerns around Officers liability when it is a voluntary role to carry a firearm with no additional payment or benefits for the officer. When assessing requests from other forces, CC Nixon stated that he will always prioritise the safety of Leicester, Leicestershire, and Rutland residents.

DCC Sandall further discussed the recent issue within East Leicester. A procession took place in October that the Police were not previously of. When an attending officer requested details of the organiser, they were not provided – it was agreed by the board that if they had, that might have prevented any escalation. DCC Sandall acknowledged that there was currently some challenge with community confidence and tension. There had been concerns raised with the Force about this incident, which is subject to a police complaint. The incident has been referred to the IOPC.

ACC Kerr discussed Operation Safeguard as the lead which relates to prison population at full capacity. All police forces have been asked to accommodate prisoners from HMPPS into custody. It was acknowledged by the board that this will inevitably impact on cell capacity. The board were informed that staff will be funded to support. Kerr went on to explain that there is an expected significant impact on the Force when it comes to managing prisoners, managing people in community and possibly the Criminal Justice System requirements of going through the system. As of this CGB, there is no end date for the operation.

PCC response: The Chair stated that there are further upcoming events such as Diwali, and asked what is being done in terms of communication to the wider part of East Leicester, how they can help and what they should be doing. DCC Sandall explained that some communications were done for last week's events through community leaders and that this would be followed up this week.

9. Finance

a. Update on the Capital Programme

Overview: The board received an update report on the capital programme from ACO Paul Dawkins accompanied with a verbal update. The paper presented captures changes related to the capital programme and provides a comprehensive overview to the board. Within the paper brought to this CGB, there is a priority item to propose the underspend for this financial year and decide potential use for other proposed schemes.

PCC response: CEO Claire Trewartha asked about the remaining £10.7 million being utilised by the end of the financial year as currently only £1.6m has been. ACO Dawkins explained that the programme isn't likely to be delivered how it is shown within the table in the report - the reason for this is IT resource. other areas such as Estates are on track, as well as fleet spend with a possible reduction identified.

Recommendation to consider contents of report and approve use of the projected underspend of £0.6m to fund the proposed new Estates scheme.

Decision: Chair agreed to using £300,000 of the underspend for the new proposed Estates projects.

b. Estates Progress (Lutterworth development included)

Overview: The board received an estates projects progress report from the COT written by Andrew Wroe, head of estates. The paper gives an update on the current capital programme regarding estates projects and any new unfunded requests for the 23/24 financial year. The basis for the Estates capital programme comes from changes in user requirements, the Estates Strategy, biannual surveys of all buildings and requirements set out in the PCC's Police and Crime Plan. The recommendation was for the Board to note the progress on the schemes approved in the 2023/24 capital programme and consider and approve the new in-year project requests of Lutterworth Neighbourhood Office, Lanterns and Signs for Neighbourhood Offices, Equality Adaptions in FIB and Refurbishment of the Occupational Health Unit.

PCC response: ACO Dawkins asked the Chair whether he was in support of the proposal and if there were any further queries regarding it. The Chair queried a paragraph regarding a vehicle charging point and whether this is separate to the vehicle charging points in paper 9b S106. ACC Dawkins confirmed that this is a separate matter around vehicle charging points. The Chair further asked about an in-year project funding request, querying whether the force know the time scales around that. ACO Dawkins explained that if the Lutterworth Beat Office is approved that will be completed in-year.

Chair asked about the Equality Act compliance works. ACC Dawkins explained that it is in relation to DDA and further issues around toilet facilities. Must ensure that there is the correct disability access for staff.

Decision: The Chair approved Lutterworth Development Proposal, ACC Dawkins to provide updates outside of CGB meeting (6-8 week's time).

c. Medium Term Financial Plan

Overview: The MTFP is regularly discussed at the CGB to monitor and track decisions and monitor any risks. The board received an update paper and verbal update from ACO Paul Dawkins.

ACO Dawkins presented the paper, beginning by explaining that the budget set for this year incorporated a 2% pay inflation. ACO Dawkins went on to explain that the Home Office have confirmed that the grant scheme for pay inflation will be paid for this year and next. The board was informed that the shortfall for this year is £900,000 and £2.3m for next year. ACO Dawkins confirmed that the precept referendum threshold for 2024/2025 has been modelled for £5, £10, and £15 and that the Force is still on track to achieve sustainable efficiency savings however, the level of sustainability from 2024/2025 onwards will depend on decisions made around staffing numbers.

ACO Dawkins stated that the challenge is to recognise the financial risks ahead with the acknowledgement that some risks are easier to manage than others. ACO Dawkins informed the board that the budgeting process for the next financial year had begun. Further updates included that there are plans to deliver Op Forefront¹ this year and that the board will see the benefits from that operation in due course.

ACO Dawkins asked CFO Hughes if there was any additional information that she would like to add to the areas discussed such as key assumptions, grant funding and precept.

CFO Hughes explained that discussions had taken place with regional colleagues around key assumptions and the way in which they are modelled. As it stands, budgets will be modelled in the same way and CFO Hughes will be speaking to colleagues nationally to discuss pay inflation. CC Nixon acknowledged the background work being done with regards to in year finances and vacancy management and explained that the Force are aware that some of the in-year money needs to become

¹ Operation regarding transformation of staffing positions in neighbourhood policing. Op Forefront is about raising standards and strengthening trust and confidence through good service and a large part of this transformation has been through investing in existing officers and staff.

sustainable, which will result in the baseline reducing. Current baseline assumptions 2024/2025 are based on 2023/2024 assumptions.

PCC response: CC Nixon asked for continued support around the pension payments.

The Chair stated when the budget was set last year, it was recognised the organisation will be smaller in the next couple of years. The Chair asked for a timeline as to when recommendations for how staff reductions will take place. CC Nixon advised Chair's his question will be covered in a future presentation.

d. S106 Money

Overview:

The Chair raised concern about what position overall the office/force are in. The Chair asked the following:

How much of the money has been spent?

How much of the money is left?

Where does it sit in the 50% local and 50% strategic?

The board received a report from the COT. ACO Dawkins explained that paragraph 2 shows the money remaining and the amount spent so far.

The Chair further asked about the repurposing bid and the bid that has come in since.

ACC Dawkins confirmed that the repurposing bid is historic, dating back 12/13 years. Within the paper, ACO Dawkins has identified some areas that can be repurposed such as vehicles.

Chair wanted to confirm figures within paragraph 2 which ACO Dawkins confirmed are as stated.

CFO Hughes advised that she has gone back to point of contact re 50/50 split (point 3) that Chair is not sure about. The Chair was informed that the relevant individual is on leave currently, returning at the start of October.

The Chair requested a separate report on Section 106 money, containing information on what has already been spend and where future spend is planned before any further money is spent which was agreed by the board.

10. Transformation and Change

a. Update on the new powers regarding unauthorised encampments

Overview: A paper was provided to the board in the summer of 2023 on new powers regarding unauthorised encampments. The new powers set out that police can ban returning to land for a year, rather than 3 months. The definition of harm caused has also been broadened, allowing police to intervene in encampments if there is evidence of environmental damage or distress to the community. A review update of the new powers was requested for September to monitor their impact in LLR.

Force update: The board received a report from Insp Neil Whittle.

PCC response: No response – paper noted.

b. Update on timelines from July CGB for Transformation and Change Strategy (Presentation)

Overview: The Chair requested an update presentation from the COT after discussion in the July board, with revised timelines and key actions taken.

Force update: The board received a presentation on the Transformation and Change strategy. DCC Sandall advised the board that the force is still progressing forward with the Transformation and Change plan whilst managing day to day business. The board was informed that as part of the formation of this strategy the Force consulted with key members of the community. The board was advised that there was positive feedback on the content of the transformation programme. The board was informed that savings progress is positive for this year – the force identified that £3.91m needed to be saved during this financial year with an extra £1.17m needing identification through the year. £4.59m has been realised with a further £2.2m identified for saving by the end of this financial year.

PCC response: Chair asked for a copy of the presentation. DCC Sandall advised that the briefing/presentation was sent on the morning of the board meeting. CEO Trewartha summarised that;

- the budget setting process is difficult.
- with the £3.1m employer's police pension contributions increase, it's challenging and that the Force would like support from the PCC to lobby for a delay to that payment.
- without the £15 precept again it's would be exceptionally difficult and the Force would like permission from the PCC to model the budget based on a £15 precept, even though that decision won't be formally made for some time and,

- to achieve long term sustainability the structure of the Force would need to be explored.

The Chair agreed to discussing with Government deferring the issues around pension to next year. With regards to the precept, the Chair said that this would also depend on the outcome of the consultation, but he would still like the Force to model three scenarios, £5, £10, and £15 precept.

The Chair again asked the timeline regarding when the model around staffing will be done, as currently vacancy management is taking place but there is a need to reduce the establishment. DCC Sandall advised that the clear answer must be done by the budget deal which is due at the end of November/early December.

c. Information on service improvements on rape victims

The board received an update paper as requested by the PCC regarding service improvements for rape victims. A summary of the paper has been created by the OPCC for the benefit of the Police and Crime Panel (**appendix a**).

11. People

a. Recruitment and retention

Overview: The PCC has requested annual recruitment and retention reports from the force. This item was deferred from the July meeting.

PCC response: The Chair stated in the meeting that he would like an update report outside of the CGB meeting on the work being done regarding diversity across sociodemographic.

12. Corporate Risk

Overview: Corporate risk is a recurring item on the CGB agenda.

Force update: An update paper on the management of current strategic risks was brought to the board by the COT. The paper detailed 32 risks current risks open, 14 of which are high priority. The report indicated that since the previous report, some risks have closed, some have changed score and that there are 11 new/emerging risks included. The report goes into significant detail on the management of each strategic risk including: responsible officer, data recorded, category, risk rating, rationale, information, existing controls, additional controls and relevant updates. The board was recommended to note the report.

PCC response: The Chair noted the report and raised no response.

HMICFRS

a. Homicide prevention

Overview: On 11th August 2023, HMICFRS published an inspection report titled 'Homicide prevention: An inspection of police contribution to the prevention of homicide'. The report sought to understand:

- how effectively forces understand the pattern of homicide in their areas, including the underlying causes and risks; and
- how effectively forces contribute to the prevention of homicides, including how they use the homicide prevention framework.

Within the report, 3 recommendations were made, two of which are relevant to Chief Constables. The PCC requested a paper on the force's position against the recommendations made:

Recommendation 1

By 1 December 2023, the Home Office should make sure that forces can provide it with relevant, detailed information on each homicide either via the online portal or through another secure method. The Home Office should update its guidance to police forces accordingly.

Recommendation 2

By 31 August 2024, chief constables in England and Wales should devise an approach to make sure their force can, on a sufficiently frequent basis, produce an analytical report concerning its death investigations. This will help the force to:

- better understand the pattern of death reports across the force area, drawing on force data and information gathered by other organisations, including the NHS and local authorities; and
- identify any linked series of death reports.

Recommendation 3

By 1 December 2023, chief constables should make sure their force can quickly identify lessons from homicides and serious violence incidents. The process should be capable of involving partner organisations when appropriate, so that lessons can be learned more widely.

Force update: The board received a report from the COT in response to the recommendations. The report extensively outlined the force's homicide prevention framework which touched on the force's whole-system approach to prevent homicide, referencing work with partner organisations and adopting a public health approach. This approach is guided and underpinned by the Homicide Prevention Toolkit provided by the home office.

The report goes on to outline that the system benefits from a single Chief Officer lead, ACC Kerr, who chairs governance boards related to crime, local policing and criminal justice.

The report goes on to state that recommendation 3 is considered complete and closed due to the force's structure in working to prevent homicides evidenced within the report.

The report states that work will be progressed via a working group to deliver on recommendation 2.

PCC response: The PCC noted the report.

AOB

It was agreed by the board that the forward plan would be discussed outside of the meeting.

It was agreed by the board that the Estates Progress report and Modern-Day Slavery and Human Trafficking report would be presented to the Police and Crime Panel.

Date of next meeting: 22nd November 2023



**POLICE & CRIME
COMMISSIONER**
For Leicester,
Leicestershire & Rutland

Your Communities - Your Commissioner

Police and Crime Panel for Leicester, Leicestershire and Rutland

13 December 2023

Ensuring that Leicestershire Police are delivering for Leicester, Leicestershire and Rutland in implementation of Operation Soteria to develop new national operating models for the investigation and prosecution of adult rape.

Report Date	13 th December 2023
Report Author	Lizzie Starr, Director of Governance and Performance
Security Classification	OFFICIAL

Purpose of Report

1. In his role the Police and Crime Commissioner (PCC) the Commissioner is required to secure efficient and effective policing for Leicester, Leicestershire and Rutland, and contribute to national and international policing capabilities set out by the Home Secretary.
2. The PCC brings this report to outline for the Police and Crime Panel how he is fulfilling his duty by holding the Chief Constable to account in relation to how the new national operating model for the investigation and prosecution of adult rape are being implemented across the Force area.

Request of the Panel

3. In their role to scrutinise the PCC, the Commissioner requests that the panel examines the contents of this report. He would specifically like to ask the panel their opinion on the following questions;
 - a. Is the Panel content in the way that the PCC has held the Chief Constable to account on this important subject?
 - b. Would the panel like to make any recommendations to the PCC in relation to this matter?

Summary

4. It is the opinion of the PCC that the Chief Constable is leading the Force well in relation to the implementation of Op Soteria and that the Force is significantly ahead of schedule for implementation.
5. The PCC has formed this opinion after requesting a formal report through the Corporate Governance Board and being presented with an update on timelines for implementation from the Force. It is anticipated that the revised operating model will be implemented ahead of the national milestones.
6. In the recent public consultation commissioned by the PCC, the results highlighted that female residents are four times more likely to be 'fearful' or 'worried' about being raped than male residents. As such the PCC is pleased that the Force are progressing the implementation of the operating model with haste and will be providing an enhanced service to victims of rape as early as the end of this year.

Background, Relevant Data and Trends

7. Op Soteria-Bluestone is a Home Office funded research and change programme launched in June 2021 to improve the way the Police and other criminal justice partners investigate and prosecute rape offences with a target of doubling the number of adult rape prosecutions before the end of this parliament.
8. This has been rolled out nationally with a RASSO (rape and serious sexual offences) national operating model in July 2023. The operating model is underpinned by key aims and principles which the Force has adopted. Each Force is expected to have implemented the operating model by June 2024.
9. In July 2023, the Leicester Police executive board approved a programme of change in response to a review of Leicestershire police's RASSO (Rape and Serious Sexual Offences) response in October 2022 in which strengths, weaknesses and key improvements were identified. The new programme of change was implemented with the expected outcomes;
 - a. to improve the experience of victims
 - b. raise confidence in reporting
 - c. change the investigation policy of Leicestershire Police so that all adult rape offences are dealt within an Adult Serious Crime team,
 - d. ensure that appropriate training and welfare is in place for all staff dealing with serious sexual offences,
 - e. implement new processes within Signal to support victims and identify offenders, and
 - f. review and implement and suitable supervision structure within Signal to meet current and future demand in line with the Op Soteria model
10. The programme will see an uplift of PCs into the Forces Signal team to manage the initial response to reported incidents of rape. This will build consistency and expertise into the response to victims and provide continuity of contact with an identified officer to reassure the victim.
11. Approximately 34% of victims do not support investigations at the outset, 27% initially engage then withdraw their support and 39% maintain engagement throughout the journey of the investigation and prosecution. It is intended that through better and consistent victim care, the number of victims staying engaged or engaging at the outset will increase significantly. To this effect, there will also be an uplift of Inspector and Sergeant ranks. This will promote officer wellbeing and prevent fatigue and also increase engagement with reluctant victims by utilising specialist support agencies (for example the SARC) to build the Victims confidence in the investigation process.

12. Alongside the work of the Force in relation to the implementation of the national model, the PCC commissioned the Ethics and Transparency panel to scrutinise the cases of rape in which the Victim doesn't support the investigations (outcome 16) – this has appeared to increase over recent years. This included dip sampling a significant proportion of rape offences and picking out key themes in the cases, a summary of findings from the panel is shown below:
- a. In 24% of cases reviewed, victims often stated the reasoning behind their disengagement was fear of repercussions or reprisal from supporting an investigation of rape.
 - b. In 55% of domestic incidents, the victim refuses to support police action.
 - c. In all third-party reports (16% of sampled cases) – victims always refused to engage with the Police directly & never supported an investigation from the start.
 - d. In underage rape offence cases, 90% of victims never supported an investigation.
13. The panel also scrutinised the policy document for Outcome 16s – the full minutes of the meeting can be found on the OPCC website.
14. The Office of the Police and Crime Commissioner also provides funding to a range of victim's services across LLR. These include but are not limited to – Victim First, New Dawn New Day, Living Without Abuse, Freeva, SARC (Sexual assault referral centres), Leicester Rape Crisis, Women's Aid Leicestershire and The Zinithya Trust.
15. The PCC hopes that the Police and Crime Panel can see that the action of both the Force and the OPCC have been challenged and supported to deliver for the residents of LLR in this area.
16. The PCC would welcome bringing a short update report to the March Panel on this important matter.

----- **End of Report** -----



**POLICE & CRIME
COMMISSIONER**
For Leicester,
Leicestershire & Rutland

Your Communities - Your Commissioner

Police and Crime Panel for Leicester, Leicestershire and Rutland

13 December 2023

**Update on the how the PCC and Force are
implementing the recommendations that were
provided as part of the Police and Crime Panel
Tasking group S106 funding review**

Report Date	4 th December 2023
Report Author	Kira Hughes, Chief Finance Officer
Security Classification	OFFICIAL

Purpose of Report

1. In his role as the Police and Crime Commissioner (PCC) the Commissioner is required to secure efficient and effective policing for Leicester, Leicestershire and Rutland, appoint a Chief Constable and hold them to account and to establish a Police and Crime Plan and deliver such a plan, set budget and precept.
2. The PCC brings this report to outline for the Police and Crime Panel how the PCC and Force are implementing the recommendations that were provided as part of the Police and Crime Panel Tasking group S106 funding review.

Request of the Panel

3. In their role to scrutinise the PCC, the Commissioner requests that the panel examines the contents of this report, notes that the recommendations have been met.

Background, Relevant Data and Trends

4. The Police and Crime Panel endorsed the recommendations in the Task Group report S106 review which was presented to the Police and Crime Panel on 14th December 2022. The recommendations were as follows:
 - A. The Force to take steps to repurpose s106 agreements that are no longer viable through liaison with local authority planning officers and developers to ensure that funding is secured.
 - B. The Force to produce a defined list of items to be linked to its Investment Strategy and which can be used for repurposing agreements.
 - C. The Force to progress work in partnership with planners and/or Community Safety Partnerships to align timescales and awareness of new larger developments and to co-ordinate needs with other infrastructure projects.
 - D. The Police and Crime Commissioner to provide for resource to enable establishment of sufficient officer support to the s106 area of work and to facilitate the spend of s106 monies and pursuit of new bids.
 - E. The Police and Crime Commissioner/Force to develop and introduce a monitoring system to enable oversight and management of all s106 agreements and to monitor use of monies received.
 - F. The Police and Crime Commissioner/Force to liaise with planning officers in determining any new method for future bids.

Progress against the Recommendations

Recommendation A

5. The Forces S106 officer has met with the S106 officers for each of the District and Borough Councils in the County and Rutland. Each authority is supportive with assisting Leicestershire Police to repurpose funds for outdated covenants, understanding that there may be some costs incurred which Leicestershire Police would be required to pay.
6. To date only 1 covenant has been repurposed but a number of others have been identified and conversations with local authorities are taking place.

Recommendation B

7. The force has identified a number of projects to maximise the use of S106 funding.
8. S106 contributions are to be spent on 'capital items', not 'revenue-based' items. Innovation is recommended where possible, and no replacement items are proposed to replace worn out equipment. In respect to Estate or accommodation new, altered, or extended buildings fall within the suitable criteria. The other consideration is that S106 agreements are for the benefit of the residents of the development. This can be achieved by including Estate or equipment which provides a benefit to the area of the development or elsewhere within Leicester, Leicestershire and Rutland.
9. Set out below are a number of projects which have been identified as capital projects and meet the criteria to be funded from S106.

a) Current Projects

Projects local to development:

- Lutterworth Office £60k - £70k - Harborough

Strategic/Central projects:

- Firearms Building £500k – Pooled
A number of covenants have been identified and discussions underway with Charnwood BC, Melton BC, Harborough DC, NW Leicestershire DC, Oadby and Wigston BC, Rutland CC, Blaby DC and Hinckley and Bosworth BC to pool/repurpose funds for this project.
- NATO Helmets £52k – Pooled
A number of covenants have been identified and discussions underway with Charnwood BC, Melton BC, Harborough DC, NW Leicestershire DC and Blaby DC to pool/repurpose funds for this project.
- Specials Van £20k – Pooled

A number of covenants have been identified and discussions underway with Charnwood BC, Rutland CC, Harborough DC, NW Leicestershire DC, Blaby DC and Hinckley and Bosworth BC to pool/repurpose funds for this project.

- Electric Vehicles £170k - Pooled
A number of covenants have been identified but further work is ongoing to identified other covenants which could be used to fund this project.

b) Upcoming projects

- Evidence Gathering Equipment
- Contact Management Department refurbishment
- Occupational Health Refurbishment

c) Completed Projects

A number of projects have been completed and 1 successful repurposing of funds.

- Oakham Front Enquiry Office £74k
- Loughborough Office £210k
- ORLO £158k
- Firearms Locker Room £15k

Recommendation C

10. The force's S106 officer works in partnership with each of the District and Boroughs' S106 officers to ensure early awareness of new developments that are in the pipeline and opportunities to bid for S106 funding.

Recommendation D

11. A recruitment exercise for a dedicated S106 officer has been undertaken and a preferred candidate selected. The candidate is currently going through vetting and pre-employment checks. It is anticipated that the candidate will be in post in the new year.

Recommendation E

12. The Force has identified and successfully achieved circa £3.6m in Section 106 Contributions of which, £2.4m has been spent leaving the remainder of £1.1m.

	Blaby £	Charnwood £	Harborough £	Hinckley & Bosworth £	Melton £	NW Leics £	Oadby & Wigston £	Rutland £	Total £
No. open agreements	11	17	21	7	9	17	1	10	93
Total Value of Agreement	1,857,249	3,823,463	1,777,797	1,424,814	557,932	1,225,124	255,237	202,651	11,124,266
<i>Made up of:</i>									
Project not yet started	-	1,203,498	-	833,035	228,857	667,704	-	-	2,933,094
Money held by Developers	566,131	1,057,439	350,000	56,483	-	-	-	-	2,030,052
Money held by Local Authority	649,613	1,244,704	-	338,385	-	189,870	-	114,518	2,537,089
Total money drawn down	641,506	317,823	1,427,797	196,911	329,075	367,550	255,237	88,133	3,624,030
Total Money spent	(737,975)	(317,823)	(479,328)	(185,154)	(226,377)	(254,719)	(109,611)	(111,471)	(2,422,458)
Total funds remaining	1,238,583	3,493,140	1,298,469	1,239,660	331,555	901,907	67,507	102,849	8,673,670

13. There are a further £7.5m agreements in place, which have not yet been realised. Funds equating to £2.93m are from developments which have not yet started and £2m is held by the developers as they have not yet hit the trigger point. Developments can take anywhere up to 10 years to hit the trigger points and be available to force.

14. The Force are currently identifying which agreements are due to come to an end. These will be looked at in conjunction with the Capital programme to identify suitable projects, which can maximise the use of S106 agreements before they expire.

15. A S106 working group oversees and manages S106 agreements. The working group is chaired by a Superintendent from the Specialist Support Directorate and is attended by individuals from different areas of the force including finance, estates, IT, fleet, L&D. The Assistant Chief Officer (finance) from the Force and the Chief Finance Officer from the OPCC also attend.

16. All developer bids have been secured using Section 106 contribution agreements which are negotiated not by the force, but by local authority planning departments at the request of the Force.

Recommendation F

17. The Police and Crime Commissioner/Force are still reviewing the funding formula and methodology for future s106 bids.

Background Papers:

A - Tasking Group Report

----- **End of Report** -----

Meeting and Date: Police and Crime Panel for Leicester, Leicestershire and Rutland, 13 December 2023

Report Title: S106 updated

Author and Date: Kira Hughes, Chief Finance Officer, 04/12/2023

Page 5 of 4

This page is intentionally left blank

Leicester, Leicestershire and Rutland Police and Crime Panel Scrutiny Review

S106 Funding

A Review Report of the Leicester, Leicestershire and Rutland Police and Crime Panel

Contents

	Page
Chair's Foreword	2
1 Executive Summary	3
2 Report	4
2.1 Rationale for the review	4
2.2 Methodology	4
2.3 Task group meetings	4
2.4 Background and Context	5
2.5 Increasing demands on policing	6
2.6 Findings	6
3 Conclusions	10
4 Recommendations	11
5 Financial, Legal and Other Implications	12
6 Summary of Appendices	12

Leicester, Leicestershire & Rutland Police & Crime Panel

Task Group Members:

Councillor Deborah Taylor (Chair of the review)
Councillor Piara Singh Clair
Councillor Kevin Loydall
Councillor Les Phillimore
Councillor Lucy Stephenson (until May 2022)
Councillor Marc Oxley (from May 2022)

Chair's Foreword

I would firstly like to thank the members of the panel who took the time and trouble to take part in this review. Membership was representative of the City, County and Rutland and the expertise and observations provided were deeply appreciated.

On behalf of the Task Group, I would like to thank the officers, from the Office of the Police and Crime Commissioner, Leicestershire Constabulary, the host authority and across other local authorities within the Leicester, Leicestershire & Rutland area, for the contributions they may have made to this piece of work. I would also like to give special thanks to Anita James, our democratic officer, who without her support and direction, this review would not have been possible. Her continued focus and drive kept the review on track and enabled the work of the task group to provide the recommendations contained in this report.

The review was prompted by a range of factors, but most keenly felt was the pressures on budgets arising from the current economic climate against the backdrop of the Leicester, Leicestershire and Rutland force being one of the lowest funded forces in the country. Uncertainty around when s106 funding could be made available, making it unsafe to include as a guaranteed source of income to the capital budget and frustration with the system that appeared to hold back s106 funding was also a feature that led to the review.

As Chair of the Leicester, Leicestershire and Rutland Police and Crime Panel I was keen to lead this piece of work that could probe into the issues around s106 funding with the Force and to look at how that could be addressed.

Over a series of meetings, the task group gained an understanding of the working behind the s106 agreements and examined the existing working practices of the Force to obtain s106 funding.

One of the upshots of the review was to capture the knowledge that members have within their own authorities and to reflect upon those observations in terms of the issues under review. Members recognised the challenges of developments being in different areas, some sparsely populated and what would benefit residents in those areas in terms of infrastructure as well as the different challenges of each authority administering s106 funding.

Rising population numbers now and in the future underscores the need for further developments which in turn will increase demand on services such as the Police. This increase in demand against the backdrop of tightening budgets strengthens the need for funding priorities to be based on demographic changes and the demand that services like the police and other emergency services are seeing.

This report is the culmination of many months work on the part of elected members and supporting officers and I hope that our work and the recommendations can help towards a fresh approach to this area of work and that in time we can see the benefit through improved availability and draw down of s106 funding being put to good use in capital budgets and infrastructure projects of the Force.

Councillor Deborah Taylor - Task Group Chair

1 Executive Summary

1.1 Introduction

- 1.1.1. At its meeting on 27th January 2021 to consider the pre-cept, panel members noted the core grant funding reductions and locally raised precept since 2010-11, the impact of that in terms of local policing budgets and the rising demands for service.
- 1.1.2. Demand for the service had changed over the last 5 years. In 2021 the police responded to 158,721 emergency 999 calls; 320,151 calls to 101 and received almost 17,000 online reports.
- 1.1.3. The capital strategy 2021/22 submitted to the 27th January 2021 panel meeting provided a high level overview of how capital expenditure, capital financing and treasury management activity would contribute to the provision of policing services, and it was noted that all expenditure must be financed either from external sources (government grants and other contributions), the Police and Crime Commissioner's own resources (revenue, reserves and capital receipts) or debt (borrowing, leasing and Private Finance Initiative).
- 1.1.4. At its meeting in March 2021 the panel received a further report that provided detail of how s106 funding was sought by the Force in terms of developer contribution agreements, how it was drawn down from local authorities and how it was used in terms of operational policing purposes.
- 1.1.5. There were concerns that s106 funds were not included in the budget capital programme and the panel were interested to know more about the s106 developer contributions received, those left unspent and the barriers to s106 funding being secured.
- 1.1.6. In July 2021 the Leicester, Leicestershire and Rutland Police and Crime Panel initiated its review of s106 funding and agreed its scoping document and terms of reference.
- 1.1.7. The task group highlighted the need for police to be able to access funds to address capital infrastructure needs and to be able to meet the future needs of the population in terms of policing.
- 1.1.8. The task group recognises the priority to ensure that available funding is used in the most effective way as well as ensuring that maximum value for money can be obtained.

1.2 RECOMMENDED ACTION

- 1.2.1 That the Leicester, Leicestershire and Rutland Police and Crime Panel endorses the recommendations of the Task Group for the consideration of the Police and Crime Commissioner/Force.**

2 Report

2.1 Rationale for the review

- 2.1.1 The review of s106 funding was placed on the panel work programme following consideration of pre-cept/budget reports and a follow up report on s106 funding.
- 2.1.2 As funding pressures continue to grow on all aspects of the police's work there will continue to be an impact on the funding available and annual pressure to increase the pre-cept. Therefore, it is important to maximise developer funding contributions that can be used by the Force to fund infrastructure costs linked to new housing and commercial developments.
- 2.1.3 Uncertainties around trigger points, whether s106 funding would be released to authorities and in turn the Force and timescales spread over many years were also features that led to the review

2.2 Methodology

The review has been conducted by a small cross party task group working with officers from the OPCC, Force and local authorities.

2.3 Task Group Meetings

The task group held meetings outlined below:

Meeting date	Meeting focus
14 th October 2021	Revisit s106 report presented to the Panels meeting in March 2021 to better understand background and issues.
2 nd December 2022	Meeting cancelled. Hiatus in review due to staffing changes in Finance Officers at OPCC and Force
13 th April 2022	Explore what Police do to obtain s106 monies. Review current s106 agreements in place. Receive advice in relation to re-purposing bids.
13 th July 2022	Review current s106 agreements in place. Receive details of Police Capital Strategy and Investment Strategy, Explore how existing and outstanding bids could be re-evaluated or repurposed.

24 th August 2022	Feasibility of repurposing agreements. Drawing conclusions and recommendations
------------------------------	---

2.4 Background and Context

- 2.4.1 Planning obligations (s106 agreements) are entered into under Section 106 of the Town and Country Planning Act 1990 (as amended) and are legal agreements negotiated between local authorities and property developers to mitigate the impacts of a development proposal and are legally enforceable documents. S106 contributions should not be used solely to resolve existing deficiencies in infrastructure.
- 2.4.2 Planning obligations are used for three specific purposes:
- To prescribe the nature of development
 - To compensate for loss or damage created by a development
 - To mitigate a developments impact i.e., on service provisions.
- 2.4.3 The terms of the s106 agreement prescribe the use of any monies paid. There must be a functional or geographical link between the development and any item being provided through it.
- 2.4.4 Agreements are drafted with various “trigger” points relating to the development and when these are reached the developer is liable to pay an agreed contribution to the local authority. Agreements can have several trigger points such as commencement; completion or occupation of development which have to be reached before contributions are due and which can make it difficult in monitoring funds due, since the onus is on developers to inform local authorities when these triggers are reached. It should also be noted that planning permissions may take several years to reach completion or may cease so not all agreements are realised in full.
- 2.4.5 The process for determining the type and amount of s106 contributions is on a case by case basis with a number of factors taken into account such as the size and type of development, location and resultant impact and the mitigation needed to address that impact.
- 2.4.6 S106 agreements are often referred to as “developer contributions” along with the Community Infrastructure Levy (CIL which was introduced in April 2010).
- 2.4.7 Leicester City Council are a CIL authority; Rutland County Council is a CIL and s106 authority, and all other local authorities within Leicestershire are s106 authorities.
- 2.4.8 For the purpose of this review it is noted that there is a clear distinction between CIL and s106 and this review will not be touching on CIL.

2.5 Increasing demands on Policing

- 2.5.1 A national picture of growing pressure on housing and other services has led to increasing demand for new developments. The Office for National Statistics estimates there will be a population increase of 11m over the next two decades.
- 2.5.2 Information from the Census 2021 indicates the current population of Leicester and Leicestershire at 712,300 and Rutland at 41,000 and the number of households with at least one usual resident at 127,400 in Leicester; 296,400 in Leicestershire and 16,700 in Rutland showing the area as one of the fastest growing in the country in terms of population.
- 2.5.3 Rising population numbers now and in the future underscore the need for further housing and commercial developments.
- 2.5.4 Increases in population need to be supported by appropriate and proportionate increases in emergency service provision and account needs to be taken of the need to deliver the infrastructure requirements to meet that increased demand.
- 2.5.5 All service providers face difficult economic pressures, and the Leicestershire Force has the additional difficulty of being unable to generate its own income.
- 2.5.6 Leicestershire Force is one of the lowest central funded forces. In terms of total funding (core grant and precept) Leicester, Leicestershire and Rutland receives approximately £196 per head of population (as at Feb 2022) which is lower than the national average. Leicestershire Police funding per head of population is the 12th lowest in the country.
- 2.5.7 Leicestershire Force is one of just a few forces (6 out of 43 nationally) that pursues contributions and has been doing so for over 16 years.
- 2.5.8 The Leicestershire Force capital programme sets out requirements for future investment in land, buildings, vehicle fleet and information technology. The capital programme is mainly funded through borrowing and a small Home Office capital grant.
- 2.5.9 The ongoing uncertainty around the release of s106 funds prevents the inclusion of these funds in the capital programme as a guaranteed source of funding moving forward.

2.6 Findings

- 2.6.1 The task group reconsidered the s106 report presented to the Leicester, Leicestershire and Rutland Police and Crime Panel meeting in March 2021 and referenced this for background information.

- 2.6.2 There were differences of approach and process across various local authorities, firstly in relation to bid requirements and more challengingly in respect of the evidence asked to be provided in relation to the impact on policing of new developments even when those had been completed and were occupied. It was noted however that not all of the local authorities in the area were holding any monies on behalf of Leicestershire Force as triggers had been met and contributions received and passed on to the Force.
- 2.6.3 Although there were variances across the local authorities it was apparent that the 2 key issues were around firstly, money that had not been drawn down and given to the police and secondly, money that had not been spent by the police and the task group explored some of the reasons behind that.
- 2.6.4 As regards the first issue trigger points in some of the agreements caused difficulty in drawing down funds either because of uncertainty around when those would be reached i.e., a certain number of houses being built before funds could be released or because of the need to evidence links on service to those properties.
- 2.6.5 There were also instances where developers had stopped building just short of the trigger number and so monies could not then be drawn down, but those houses would become occupied and at some point, may require police services.
- 2.6.6 The demand on policing was not dictated by waiting for a development to be completed and the Force were sometimes in the position of having to fund upfront investment in infrastructure often through borrowing before completion of a development, then the Force had found that some local authorities took a view that the funding is not needed as the Force has already found funds. There was however a seminal case that had brought about major change in this instance and would support the Force in future on that aspect of evidencing claims.
- 2.6.7 A key test for the Force was to prove that any bid to draw down monies was linked to a particular development, this presented difficulties evidentially as all police calls/incidents/reports and specialist assets were based at Force HQ Enderby and the challenge was relating those calls for service to a particular development and to be able to provide demonstrative evidence.
- 2.6.8 In relation to unspent money held by the Leicestershire Force it was noted that if contributions are not used as agreed the money can be claimed back.
- 2.6.9 Most of the outstanding s106 agreements dated back to the early 2000's and the proposals within those were not always relevant to the present time. 80% of the agreements related to buildings that may not be needed in their entirety.
- 2.6.10 A breakdown of the Leicestershire Force's s106 agreements, showed there were 71 current agreements in place to a value of £10.7m. Of that the

Leicestershire Force had spent £3.3m leaving approximately £7m of developer contributions to draw down or spend. Around £5.1m was estates related and was at risk of being lost if those agreements could not be repurposed.

- 2.6.11 Funding can only be claimed back by a developer when it is spent contrary to a legal agreement or when the timeframe for spending contributions has been exceeded.
- 2.6.12 None of the timeframes for spending contributions had been exceeded but time was a pressing factor and deadlines were approaching for some of the older agreements that meant securing monies was a priority.
- 2.6.13 There was the potential to repurpose or reallocate money if it was not spent by a certain time or if the need identified had changed, although evidence would be needed to prove that the alternative use is in line with the terms of the legal agreement so, the challenge was how the police could re-prioritise and repurpose those outstanding agreements and avoid that risk.
- 2.6.14 Advice was received from a Principal Planning Officer in relation to repurposing bids:
“The key information required to re-purpose any pre-agreed (signed) contributions to new infrastructure items (e.g. to spend on modern technology or in an alternative location etc) is to formally agree this spend diversion with the respective developers (who are to pay the contribution to the Police) and the Local Authority (who are the signatory on the Legal Agreement on behalf of the Police) and to ensure that the new infrastructure to be delivered as a result of that diverted spend is also compliant with the three statutory tests, as per CIL Regulation 122 (2).”
- 2.6.15 Planning officers at Oadby & Wigston Borough Council had recently negotiated on Leicestershire Police’s behalf to agree a spend diversion of a triggered contribution that the Leicestershire Police received from a developer. The original agreed infrastructure (radio mast) was now obsolete to policing operational need and instead the money with agreement of the developer has been re-directed to contribute towards a social media data security software package. This example showed it was possible locally to repurpose existing agreements and the financial benefit of receiving those funds was significant enough to pursue repurposing other agreements.
- 2.6.16 The Leicestershire Force supports any opportunities that can be generated through s106 monies to provide shared spaces in public buildings or fund specific items such as PCSOs to provide a police presence from the moment building commences.
- 2.6.17 In terms of police estate, whilst police would welcome opportunity to occupy shared spaces in public buildings there remained other resource requirements to meet the increased demand on policing services such as technology to be able to tackle cybercrime and to address the changing direction of future crime

- 2.6.18 In relation to the historic s106 agreements and approx. £5.1m linked to estates, the Force hoped to be able to repurpose half the funds to be invested in the local areas for CCTV, vehicles, offices etc and the other half towards key infrastructure changes that sat at Force HQ, and whilst that is not within the areas being built Force HQ did service the new areas and includes the specialist assets that require investment and growth to echo demand on policing.
- 2.6.19 There was a need to engage with the right people at the right time and to take up opportunity for more working across partnership space including working with planners about repurposing agreements and to link in to the strong networks in planning to look collectively and discuss repurposing of agreements as well as engaging with partners such as Community Safety Partnerships who could discuss priorities in local areas and upcoming infrastructure projects that might support new agreements or generate evidence to obtain funds.
- 2.6.20 An opportunity was taken up for the task group and Force to be represented at the Planning Officers Forum to open up discussion about renegotiating existing s106 agreements. All those present understood that things had moved on and there was no resistance from planning officers to exploring how the agreements could be renegotiated and reference was made to the Oadby & Wigston example.
- 2.6.21 It would be necessary for the Force to liaise with each local authority individually about renegotiating the s106 agreements and there was likely to be a cost implication with fees up to £1000, that cost burden would fall to the Force as they were the instigators and could not be subsumed in the agreements.
- 2.6.22 The Task Group felt that the Force should absorb those costs as ultimately, they would gain the benefit; if nothing was done to repurpose the bids access to significant sums of money would be lost and therefore the benefits of taking action to repurpose the agreements and absorb the costs outweighed a course of taking no action.
- 2.6.23 As far as staffing resources, this area of work was delegated from the Office of the Police and Crime Commissioner to the Leicestershire Force. There was just one officer that dealt with all of the s106 agreements and new funding bids; however, that officer also had a wider role which meant there was no full time resource for this area of work.
- 2.6.24 In order to take this work to the next level there was a need for additional resource.
- 2.6.25 Regarding future plans, the Force were looking at developing a new formula for their bids which will see bids being more targeted and easier to evidence

3.. Conclusions

- 3.1 S106 is a technical area of planning and involves requirement to follow complex procurement legislation.
- 3.1.2 It is recognised that in the current climate it is not reasonable to expect developers to fully meet the cost of policing new developments, the cost of policing small scale developments is usually absorbed within existing resources but larger scale developments which inevitably call upon police services and generate greater amounts of crime will require contributions from developers to meet the cost of the additional resource requirements.
- 3.1.3 Any form of housing or commercial development has to be properly integrated, most efficient communities will be safer and more sustainable as a result and whatever the infrastructure project it is vital to make sure that best value is delivered.
- 3.1.4 It is important that existing agreements are made fit for purpose to ensure the Leicestershire Force receive contributions to its capital funding to enable the police to maintain their operational standards of response as well as prevention and enforcement activity to reduce community risk and to be able to implement changes to meet the evolving needs of policing such as upgrading fleet, equipment and police estate.
- 3.1.5 Partnership is vital to ensure the police have information to make certain they do not miss out on opportunities for s106 funding from larger developments by more engagement with officers across district councils and through liaison with planning officers to agree repurposing of agreements with developers.
- 3.1.6 Through the course of the review the task group saw evidence of a shift change and more proactive approach by the Leicestershire Force towards repurposing existing agreements. Whilst there is a genuine commitment to a long term approach, sufficient officer resources will be needed to progress matters and maximise opportunity to use developer contributions to fund infrastructure costs linked to new housing and commercial developments.
- 3.1.7 If existing bids are to be re-prioritised and repurposed it will require significant input and assigned staff resources in addition to the existing staff resource to do that effectively.
- 3.1.8 An efficient monitoring process is needed for oversight and management of all s106 agreements and to monitor use of monies received so that these are fully utilised for the benefit of the community.

- 3.1.9 The benefits of re-purposing existing bids will lead to more certainty in future budgets for capital programming and a better understanding of plans for the future.

4. RECOMMENDATIONS

1. The Force to take steps to repurpose s106 agreements that are no longer viable through liaison with local authority planning officers and developers to ensure that funding is secured.
2. The Force to produce a defined list of items to be linked to its Investment Strategy and which can be used for repurposing agreements.
3. The Force to progress work in partnership with planners and/or Community Safety Partnerships to align timescales and awareness of new larger developments and to co-ordinate needs with other infrastructure projects.
4. The Police and Crime Commissioner to provide for resource to enable establishment of sufficient officer support to the s106 area of work and to facilitate the spend of s106 monies and pursuit of new bids.
5. The Police and Crime Commissioner/Force to develop and introduce a monitoring system to enable oversight and management of all s106 agreements and to monitor use of monies received.
6. The Police and Crime Commissioner/Force to liaise with planning officers in determining any new method for future bids.

5.. **Financial, Legal and Other Implications**

Financial Implications

It is important that s106 funding is used in accordance with the relevant agreement and it is allocated and spent in a timely manner to avoid the risk of pay back.

The review recommendations in this report will help ensure that Police bids for s106 funding are managed correctly and used to maximise the benefits to the community.

Legal Implications

S106 sums can only be used for the purposes set out in the relevant agreement (subject to negotiations to repurpose). An agreement can only secure contributions that comply with s122 of the Community Infrastructure Levy Regulations 2010.

Equality Implications

Equalities issues may impact people from a range of protected characteristics in relation to service demands. As proposals are developed, there needs to be consideration given to those impacts and to give due regard to how it will affect people who share a protected characteristic.

Protected Characteristics under the Equality Act 2010 are age, disability, gender reassignment, marriage and civil partnership, pregnancy and maternity, race, religion or belief, sex, sexual orientation.

6. **Summary of Appendices**

Appendix A – Scoping document

Appendix B – Terms of reference

Officer to Contact

Anita James

Senior Democratic Support Officer

Tel: 0116 454 6358

E-mail: Anita.James2@leicester.gov.uk

LEICESTER, LEICESTERSHIRE AND RUTLAND
POLICE AND CRIME PANEL – 13th DECEMBER 2023

REPORT OF THE CITY BARRISTER – LEICESTER CITY COUNCIL

ANNUAL REPORT ON COMPLAINTS AGAINST THE POLICE AND
CRIME COMMISSIONER

Purpose of Report

1. The report is intended to provide the Police and Crime Panel with an update on complaints relating to the Police and Crime Commissioner (Mr Rupert Matthews) over the last 12 months.

Policy Framework and Previous Decisions

2. At its meeting on 20th December 2012, the Panel delegated authority to the County Solicitor (now Director of Law and Governance) or the City Barrister, depending on Panel hosting arrangements to:-
 - a) act as the first point of contact for complaints.
 - b) make decisions in consultation with the Chairman of the Panel as to whether
 -
 - i. a complaint has been made which requires resolution under the complaint's procedure;
 - ii. that complaint should be referred to the Independent Police Complaints Commission;
 - iii. the complaint should be subject to the informal resolution process.
 - c) make arrangements for the process of informal resolution

- d) in consultation with the Chairman and Vice Chairman, to resolve complaints informally or to arrange for a meeting of the Sub-Committee of the Panel to resolve complaints informally.
3. The Panel reviewed and updated the complaints procedure as part of its review of the Constitution in December 2021 and the process referred to above was amended in one respect as follows – *“At a further meeting on 2nd December 2021 the Panel amended the delegation at ii (2) in the light of legal advice, and delegated to the Chief Executive of the OPCC (rather than the Monitoring Officer) the power to refer relevant complaints to the IOPC”*

Background

4. The Police Reform and Social Responsibility Act 2011 and the Elected Local Policing Bodies (Complaints and Misconduct) Regulations 2012 set out certain responsibilities on the Police and Crime Panel to deal with complaints against the PCC and conduct matters.
5. The Regulations require the Panel to (i) make suitable arrangements for receiving and recording complaints, for (ii) the initial sorting of complaints to determine whether they appear to have criminal elements which would require referral to the Chief Executive of the OPCC (who in turn is responsible for deciding whether to refer on to the Independent Office for Police Conduct; and (iii) to informally resolve complaints that do not have a criminal element. Informal resolution is intended to represent a locally agreed process involving engagement with the complainant and the person complained against. It does not permit an investigation of the complaint and the Panel is prohibited from taking any action intended to gather further information other than inviting comments from the complainant and PCC.

Complaints against the PCC received in 2022

6. Since the last report was issued in December 2022 two complaints were received, both by separate attendees at the same public meeting. They were unhappy about the manner in which the PCC spoke at that meeting. The PCC was happy to account for his interactions at that meeting, and to write (c/o the Monitoring Officer) to the complaints accordingly. No misconduct was evidenced.

Recommendations

7. The Panel is asked to note the contents of this report.

Officer to Contact:

Kamal Adatia

City Barrister & Head of Standards

Monitoring Officer

Leicester City Council

E-mail: Kamal.Adatia@leicester.gov.uk

This page is intentionally left blank

**LEICESTER, LEICESTERSHIRE AND RUTLAND POLICE AND
CRIME PANEL – 13 DECEMBER 2023**

**REVIEW OF LEICESTER, LEICESTERSHIRE AND RUTLAND
POLICE AND CRIME PANEL CONSTITUTION**

**REPORT OF THE DIRECTOR OF LAW AND GOVERNANCE,
LEICESTERSHIRE COUNTY COUNCIL**

Purpose of Report

1. To enable the Panel to review and consider proposed amendments to the Leicester, Leicestershire and Rutland Police and Crime Panel Constitution.

Background

2. Paragraph 25 of Schedule 6 of the Police Reform and Social Responsibility Act 2011 states that a Police and Crime Panel must make rules of procedure for the Panel which should include provision about the appointment, resignation and removal of a person to chair the panel.
3. The Rules of Procedure and Protocols and Guidance documents for the Leicester, Leicestershire and Rutland Police and Crime Panel were approved at the Panel's first meeting on 23 November 2012. These included a requirement for an annual review of the Panel's constitution. This requirement is now set out at Section 3 Paragraph 115 of the Constitution which states: "The Host Authority will conduct an annual review of the provisions of the Constitution and report to the Panel on the outcome of that review should it be considered appropriate to make any amendments".
4. At the Panel's meeting on 20 December 2012 a process for dealing with complaints against the Police and Crime Commissioner was agreed which included delegating authority to the Panel's Monitoring Officer to act as the first point of contact for complaints and that the Chairman and Vice-Chairman act as second or reserve points of contact.
5. At the Panel meeting on 3 October 2017 the Terms of Reference of the Panel were amended so that the term of office of Independent Members would no longer be coterminous with that of the PCC and instead independent members would be appointed mid-way through the term of the PCC.
6. On 24 September 2019 amendments were made to the Constitution regarding the procedures around election of Chairman, voting and secret ballots, and a new process for complaints against the PCC was approved.
7. On 11 May 2020 Leicester City Council took over from Leicestershire County Council as the Panel's Host Authority.

8. On 9 December 2020 the Panel's Constitution was amended so that references to Leicestershire County Council as Host Authority were amended to Leicester City Council, and the procedure for Public Questions was amended.

Amendments made at meeting on 2 December 2021

9. On 2 December 2021 the Panel considered a report of the City Barrister, Leicester City Council which proposed that amendments be made to the Constitution with regards to the allowance paid to independent members and the delegated powers to deal with complaints. The latter change was proposed to be made because, following correspondence with the Independent Office for Police Complaints (IOPC), a technical error had been discovered in the delegations granted by the Panel when it came to the referral of "serious complaints" and "conduct matters" to the IOPC. These are two types of complaints which the Panel is mandated to refer to the IOPC. Previously, the power of referral was delegated to the Monitoring Officer on behalf of the Panel. It was highlighted by the IOPC that any such delegation can only be to the Chief Executive of the OPCC, not the Monitoring Officer. It was proposed to re-word Part 4 of the Constitution to reflect this change. The minutes of the meeting on 2 December 2021 indicate that the Panel resolved that the power of delegation to refer criminal complaints to the IOPC be amended to the Chief Executive Officer of the OPCC with immediate effect, and that the amended rate of the Independent Members Allowance be approved for future appointments. However, it is not clear from the documentation received by Leicestershire County Council from Leicester City Council during the 2023 handover process that the changes to the Constitution agreed at the meeting 2 December 2021 were actually made to the Constitution document. Therefore, due to this uncertainty, the Panel is asked to confirm its agreement that these changes be made, in order that the Constitution can be updated as an interim position in order that any complaints which may now be received can be properly addressed.
10. It is intended to review operational guidance issued by the IOPC in November 2022 on handling complaints or recorded conduct matters to consider whether any revisions may be required to the management of the complaints process. As part of this review, it is intended to consider an informal protocol agreed between the City Barrister, Leicester City Council and the former Chief Executive of the OPCC in January 2022 about sharing complaint information with a view to formally adopting the protocol with any revisions which may be recommended as a result of the operational guidance issued by the IOPC referred to above.

Budget and change of secretariat

11. On Monday 16 October 2023 responsibility for administering the Leicester, Leicestershire and Rutland Police and Crime Panel transferred from Leicester City Council to Leicestershire Council. The Home Office have been made aware of this change and have advised that as the 2023/24 Grant Agreement was signed by Leicester City Council, the Home Office is required to pay the

whole grant sum over the course of this financial year (2023/24) to the same Local Authority i.e Leicester City Council. Therefore, the Home Office cannot pay the grant directly to Leicestershire County Council for 2023/24.

12. Nevertheless, the Grant Agreement states the following:

Where the Recipient is paying Grant monies to Delivery Partners, and any Delivery Partner(s) wish to retain such original documentation, the Recipient should obtain from the Delivery Partner(s):

- a. *certified copies of the accounting documents justifying income and expenditure incurred by the Delivery Partner(s) in relation to the Purpose,*
- b. *an annual, written statement, signed by the Delivery Partner's treasurer or equivalent senior finance officer, of how the money was spent, and*
- c. *a signed undertaking that the Delivery Partner will retain such documents for the period prescribed above.*

12. Therefore, it has been agreed between Leicester City Council and Leicestershire County Council that the best way to manage this issue would be for Leicester City Council to continue to receive the Grant monies for the remainder of the 2023/24 year and Leicestershire County Council be treated as a delivery partner so the County Council can receive from the City Council Grant monies for the work the County Council has carried out.
13. For the 2024/25 year and other years going forward the Grant Agreement will be signed by Leicestershire County Council therefore the Grant monies will be able to be paid directly to the County Council.
14. The Panel's Constitution requires updating to reflect the above changes and it is proposed that in the following paragraphs reference to 'Leicester City Council' is replaced with 'Leicestershire County Council':
- Part 2 Paragraph 1;
 - Part 3 Point 51.
15. Part 2 Paragraph 29 of the Panel's Constitution states: "Leicester City Council as the host Authority will receive funding from the Home Office for the purposes of establishing and maintaining the Panel and for the payment of expenses to Members." It is proposed that reference to Leicester City Council in this paragraph remains until Leicestershire County Council has signed the 2024/25 Grant Agreement but that the Panel authorise this change with effect from 1 April 2024.
16. Part 3 Paragraph 9 of the Constitution states "The Access to Information Procedure Rules laid down by the Host Authority will apply with any necessary modifications." Therefore the existing link to Leicester City Council's Access to information Procedure Rules requires replacing with a link to Leicestershire County Council's constitution access to information rules which are set out in part 4B:
<https://politics.leics.gov.uk/documents/s172938/Part4B%20Access%20to%20Information%20Procedure%20Rules.pdf>

Schedule 1

17. Schedule 1 of the Constitution relates to membership of the Panel. Schedule 1 states the membership is as follows:

- 7 Conservatives Nominees from - County Council, Rutland, Harborough, Melton, Charnwood, Blaby, NWLDC
- 4 Labour City Council
- 2 Liberal Democrats Nominees from Hinckley & Bosworth and Oadby & Wigston
- 2 Independent Co-opted Members

18. However, Council elections took place in 9 out of the 10 Local Authority Areas on 4 May 2023. This saw significant changes in the political make-up and political control of the Leicester, Leicestershire and Rutland constituent authorities. At the Panel meeting on 26 July 2023 it was confirmed that the Panel membership would be as follows:

- Five Conservative appointees – Leicestershire County Council, Blaby District Council, North West Leicestershire District Council, Leicester City Council (2 members);
- Four Labour appointees – Leicester City Council (2 members), Charnwood Borough Council, Melton Borough Council ;
- Three Liberal Democrat appointees - Hinckley & Bosworth Borough Council, Oadby & Wigston Borough Council, Rutland Council;
- One Green appointee – Harborough District Council.

19. Therefore schedule 1 requires amending to reflect the current membership.

Recommendations

20. The Panel is asked that:

- (a) The amendments to the Constitution agreed at the Panel meeting on 2 December 2021 relating to independent member allowances and the power of delegation to refer criminal complaints be confirmed;
- (b) The amendments to the Constitution relating to the change of host authority, as set out in paragraphs 14 and 16 above, be agreed.
- (c) Schedule 1 be amended to reflect the current membership.

Officer to Contact:

Lauren Haslam, Director of Law and Governance
Leicestershire County Council
Tel: 0116 3056240

Euan Walters, Senior Democratic Services Officer
Leicestershire County Council
Tel: 0116 305 6226
Email: Euan.Walters@leics.gov.uk

Appendices

Leicester, Leicestershire and Rutland Police and Crime Panel Constitution

This page is intentionally left blank

Leicester, Leicestershire and Rutland Police and Crime Panel Constitution

INDEX

PART 1 - Terms of Reference	page 2.
PART 2 - Panel Arrangements	page 5.
PART 3 - Rules of Procedure	page 10.
PART 4 - Making a Complaint about the Police and Crime Commissioner or Deputy Police and Crime Commissioner	page 27.
PART 5 - Role of the Police and Crime Commissioner	page 33.
SCHEDULES	page 35.

PART 1

TERMS OF

REFERENCE

1. TERMS OF REFERENCE

Introduction

The Leicester, Leicestershire and Rutland Police and Crime Panel will publicly scrutinise the actions and decisions of the Police and Crime Commissioner (PCC) in the context of relevant sections of the Police Reform and Social Responsibility Act 2011, with a view to supporting and challenging the PCC in the effective exercise of his or her functions, acting as a critical friend.

References in this document to the 'PCP' are references to the Police and Crime Panel.

Terms of Reference (as agreed by all relevant local authorities)

The Police and Crime Panel will be a joint Committee of Blaby District Council, Charnwood Borough Council, Harborough District Council, Hinckley and Bosworth Borough Council, Leicester City Council, Leicestershire County Council, Melton Borough Council, North West Leicestershire District Council, Rutland County Council and Oadby and Wigston Borough Council.

To enable it to effectively scrutinise and support the Police and Crime Commissioner in the exercise of his or her functions, the PCP will:

- Review and report/make recommendations to the PCC in respect of his/her draft Police and Crime Plan (this is a document setting out the PCC's objectives for policing and reducing crime and disorder in the area, how policing resources will be allocated and agreements for funding and reporting on the work) or any draft variation to their prevailing plan;
- Review and report/make recommendations to the PCC on his/her annual report;
- Review or scrutinise decisions made, or other action taken, by the PCC in connection with the discharge of his/her functions and make reports or recommendations to the PCC with respect to the discharge of those functions;
- Review and report back to the PCC on appointments s/he proposes to make to the following posts:
 - The Commissioner's Chief Executive
 - The Commissioner's Director of Finance (Chief Finance Officer)
 - The Deputy Police and Crime Commissioner
 - The Chief Constable

(Note: for this purpose, the PCP is required to hold "confirmation hearings" in public at which the PCC's proposed appointee will be requested to appear for the purpose of answering questions relating to the appointment. The Panel's subsequent report to the Commissioner must include a recommendation as to whether or not the candidate should be appointed, which the PCC may choose to accept or not. In respect of the appointment of a Chief Constable, the PCP

may veto the proposed appointment, provided at least 2/3 of the total PCP membership at that time vote to do so).

- Review and report/make recommendations to the PCC on his/her proposed precept for the financial year;

(Note: the PCP has the power to veto the proposed precept provided at least 2/3 of the total PCP membership at the time vote to do so)

- Review and report/make recommendations to the PCC on any proposal by him/her to call on the Chief Constable (CC) to retire or resign;

(Note: in undertaking any such review, the PCP may consult the Chief Inspector of Constabulary for a professional view and must hold a scrutiny hearing in private which both the PCC and the CC are entitled to attend for the purposes of making representations. The PCC may either accept or reject the PCP's recommendation)

The PCP will also have the power:

- To suspend the PCC if s/he has been charged with an offence (in the UK, the Channel Islands or the Isle of Man) which carries a maximum term of imprisonment exceeding two years;
- Appoint a Deputy PCC as the Acting PCC pending the outcome of a by-election in the event of a PCC vacancy occurring (through death or resignation) as per Part 5 of the Policing and Crime Act 2017.
- Appoint an acting PCC where the incumbent PCC is incapacitated, resigns or is disqualified and there is no Deputy PCC;
- Require the relevant PCC and Members of his/her staff to attend before the PCP (at reasonable notice) to answer any questions that the PCP considers necessary in order to carry out its functions;
- Require the PCC to respond in writing within a reasonable period determined by the PCP, to any report or recommendation the PCP has made to the PCC;

(Note: Where the PCP has required the PCC to attend before it, the PCP may also request the Chief Constable to attend before it on the same occasion in order to answer any questions the Panel consider necessary in order to carry out their functions)

PART 2 PANEL ARRANGEMENTS

2. PANEL ARRANGEMENTS

Operating arrangements

1. ~~Leicester City~~Leicestershire County Council shall act as the host Authority in establishing and running the Police and Crime Panel, including providing the necessary administrative and financial support.
2. The Clerk to the Panel shall be appointed by the host Authority.
3. The host Authority will be responsible for reviewing the membership of the Panel in the light of the balanced appointment objective and making a recommendation to the Panel or relevant local authorities as appropriate as to the make-up and membership of the Panel.

Membership

4. The Panel shall be made up of a minimum of 10 councillors and two Independent Members.
5. The elected membership shall consist of the Mayor of Leicester (or his nominee), one Councillor each from Leicestershire County Council, Rutland County Council, Blaby District Council, Charnwood Borough Council, Harborough District Council, Hinckley and Bosworth Borough Council, Melton Borough Council, North West Leicestershire District Council, and Oadby and Wigston Borough Council.
6. All City Councillors, County Councillors and District or Borough Councillors are eligible to be members of the Panel.
7. Co-opted Members shall be appointed in accordance with paragraphs 9-13 below and may be appointed in accordance with paragraph 17 below.
8. The Panel is entitled, in order to achieve the balanced appointment objective, to recommend to the Secretary of State that additional Members be co-opted to the Panel. Such co-opted Members will be Elected Members of the Local Authorities, nominated in accordance with Schedule 1 of the Rules of Procedure for the Panel. Any Local Authority providing additional co-opted Members will nominate the Individual Members to act in that capacity and the Panel will accept the nomination. Schedule 1 may be amended from time to time to reflect changes in membership required to achieve the balanced appointment objective.

[Note - The representation on the Panel above reflects statutory provisions.]

Appointment of Independent Members

9. The Panel shall co-opt two Independent Members on to the Panel for a term of 4 years commencing at the mid-way point in the Police and Crime Commissioner's term of office, with a view to ensuring the Panel has the necessary skills, knowledge and experience to carry out its functions.

10. The selection process for co-opting Members should include a reasonable period of advertising for the positions. There should be at least two weeks between the date the advert is first placed and the closing date for receipt of applications.
11. Information packs shall be prepared and sent to those requesting application forms.
12. Applications shall be considered against an agreed eligibility criterion and then an Appointment Panel made up of three Police and Crime Panel Members will be invited to meet to consider the applications and interview candidates.
13. Following the interviews, the Appointment Panel will make recommendations to the Police and Crime Panel for appointment.
14. The following may not serve as independent co-opted Members: The Police and Crime Commissioner, a member of the Police and Crime Commissioner's staff, a civilian member of Leicestershire Police Force, an MP, an MEP or a member of any of the local authorities covered by the Force area.

[NB: Serving police officers will not be eligible to serve in accordance with their conditions of service.]

Appointment of Elected Members

15. Members of the Panel will be appointed by each relevant Local Authority in accordance with its procedures.
16. Terms of office of Elected Members will be agreed by the local authorities at the time of appointment, having regard to the outcome of any review of membership by the host authority. Local authorities, in making the appointment must have regard to the balanced appointment requirement, as far as reasonably practicable, and seek to ensure appointees have the necessary skills, knowledge and experience.
17. The Panel may agree to co-opt additional Members drawn from the local authorities to ensure the balanced appointment requirement, as far as reasonably practicable.

Substitutes

18. Substitutes for Elected Member representatives are permitted.
19. Each Council may appoint one or more substitute Members for each Panel Member of their Authority, who can attend a meeting of the Panel and can vote on behalf of a substantive Panel Member in their absence, with a duty placed on the substantive Panel Member to suitably brief their substitute.
20. Any substitution will apply to a particular meeting and takes effect if either the appointing Authority or the substituted Member gives notice in writing or by email to the Secretariat at least 24 hours before the meeting.

Resignation/Removal of Members

21. Members may resign from the Panel at any time. Elected Members should inform the nominating Local Authority and the Clerk to the Panel in writing. Co-opted Members should inform the Chairman and the Clerk to the Panel in writing.
22. Elected Members may be removed by their nominating Local Authority. Reasons for the removal of a Member should be presented in writing to the Chairman of the Panel.
23. A vacancy on the Panel arises when a Member ceases to be a Member of the Panel for any reason. If a Council does not have an appointed Member on the Panel then it shall fill its vacancy as quickly as possible.
24. If a Council does not appoint a Member in accordance with these requirements the Secretariat will give notice to the Secretary of State who must appoint a Member to the Panel from the defaulting council in accordance with the provisions of the 2011 Act.
25. A substitute appointed under para 19 above may attend meetings in default of a Council appointing a substantive Member,

Payments/Allowances

26. Payment of expenses and allowances, if applicable, for Elected Members will be a matter for the nominating Authority. The scheme of expenses and allowances for the two Independent Co-opted Members will mirror the provisions for such allowances that are contained within the host Authority's published Member Allowances Scheme..

Communication and Engagement

27. A Communications and Engagement strategy for the work of the Panel, including how the work of the Board will be influenced by stakeholders and the public, including seldom heard groups, will be published following agreement by the Panel. The Strategy will make provision for:
 - (a) The role of the Panel to be promoted;
 - (b) Support and guidance to be given to:
 - i. Members of the relevant Local Authorities;
 - ii. Members of the Executives (if any) of relevant Local Authorities; and
 - iii. Officers of relevant Local Authorities,

in relation to the functions of the Panel.
28. The Panel will operate as a forum to represent the views of stakeholders and the public to the Police and Crime Commissioner.

Budget

29. Leicester City Council as the host Authority will receive funding from the Home Office for the purposes of establishing and maintaining the Panel and

for the payment of expenses to Members. In the event that the costs so incurred exceed the funding made available by the Home Office, the host authority may ask that a contribution be made by authorities providing Members to serve on the Panel. Any such requests shall be in proportion to the extent of representation of authorities on the Panel for the period covered by the costs incurred.

PART 3

RULES OF

PROCEDURE

3. RULES OF PROCEDURE

Chairman of Panel

1. The Chairman of the Panel will be elected in June of each year from amongst the elected Members sitting on the Panel. All panel Members including Independent Members will be entitled to vote but Independent Members will not be eligible to stand for Chairman.
2. A Vice-Chairman will be elected in June of each year from amongst the elected Members sitting on the Panel. All panel Members including Independent Members will be entitled to vote but Independent Members will not be eligible to stand for Vice Chairman.
3. In the event of the resignation or removal of the Chairman, a new Chairman will be elected at the next meeting, from amongst the elected Members sitting on the Panel in accordance with the arrangements set out in rules 1 and 2 above.
4. If both the Chairman and Vice-Chairman are absent from a meeting, the Members present shall choose one of their number from amongst the elected Members to preside over the meeting, subject to Rule 5 below.
5. If the Chairman arrives at a meeting of the Panel or Vice-Chairman arrives at such a meeting from which the Chairman is absent after the time for which the meeting has been summoned, he or she shall preside over the meeting after any question under discussion on his or her arrival has been disposed of but not before then.
6. Any power or duty of the Chairman in relation to the conduct of a meeting may be exercised by the person presiding at the meeting.

Quorum

7. The quorum of the Panel shall be at least one quarter of the whole number of the Panel. Members present as substitutes shall be included in calculating whether the meeting is quorate.
8. If during any meeting of the Panel the Chairman, after counting the number of Members present declares that there is not a quorum present, the meeting shall stand adjourned. The consideration of any business not transacted shall be adjourned to a time to be fixed by the Chairman, or, if he or she does not fix a time, to the next ordinary meeting of the Panel.

Access to Information

9. The Access to Information Procedure Rules laid down by the Host Authority will apply with any necessary modifications [Link to Access to Information Procedure Rules contained in Part 4B of the Leicester City Council's Constitution](#)

Order of Business

10. Except as otherwise provided by Rule 13. below, the order of business at ordinary meetings of the Panel shall be:
- (a) to choose a person to preside if the Chairman and Vice-Chairman be absent;
 - (b) to confirm the minutes of the last meeting of the Panel;
 - (c) to dispose of business (if any) remaining from the last meeting;
 - (d) to consider reports as specified on the agenda;
 - (e) to consider motions in the order in which the notice has been received;
 - (f) any other items which the Chairman decides are urgent;
11. Business falling under items (a), (b) or (c) of Rule 10 shall not be displaced, but subject thereto the foregoing order of business may be varied: -
- (a) by the Chairman at his or her discretion; or
 - (b) by a resolution passed at that meeting. A motion to vary the order of business shall be moved and seconded formally and put without discussion.

Minutes of the Panel

12. At a meeting of the Panel at which minutes of a previous meeting are submitted for approval as a correct record, the Chairman shall move that those minutes be so approved.
13. No motion or discussion shall take place upon the minutes, except upon their accuracy, and any matter concerning their accuracy shall be raised by amendment.
14. If no such matter is raised, or if it is raised then as soon as it has been disposed of, the Chairman shall sign the minutes.

Public Question Time

15. The Panel accepts questions from members of the public which can be put to the Police and Crime Commissioner at its meetings. The Procedure for how to put a question at these meetings is set out in Schedule 2.

Amendments to motions

16. An amendment shall be relevant to the motion and shall be either: -
- (a) to refer a subject of debate to a subcommittee or the Police and Crime Commissioner for consideration or re-consideration;
 - (b) to leave out words;
 - (c) to leave out words and insert or add others;
 - (d) to insert or add words;
- but such omission, insertion or addition of words shall not only have the effect of negating a motion before the Panel.
17. Only one amendment may be moved and discussed at a time and no further amendment shall be moved until the amendment under discussion has been disposed of; provided that the Chairman may permit two or more amendments to be discussed (but not voted on) together if he or she considers that this course would facilitate the proper conduct of the Panel's business.
18. If an amendment be lost, other amendments may be moved on the original motion. If an amendment be carried, the motion as amended shall take the place of the original motion and shall become the substantive motion upon which any further amendment may be moved.

Alterations or withdrawal of motion or amendment

19. A proposer of a motion may, with the concurrence of the seconder and the consent of the Panel, alter the motion if the alteration is such that it could properly be affected by an amendment of the motion. A proposer of an amendment may, with the like concurrence and consent, alter the amendment if the amendment as altered could properly have been moved in that form as an amendment. The altered motion or amendment shall if required by the Chairman be reduced into writing and handed to him or her before the consent of the Panel to the alteration is sought.
20. A proposer of a motion or of an amendment may, with the concurrence of the seconder and the consent of the Panel, withdraw the motion or amendment which he or she has proposed, and no Member shall speak upon it after the proposer has thus asked permission for its withdrawal, unless such permission shall have been refused.
21. The giving or refusal of the consent of the Panel to the alteration or withdrawal of a motion or amendment shall be signified without discussion.

Motions and amendments generally

22. A Member may not propose or second a motion or amendment on which he or she is disqualified from voting.

Conduct of Members

23. If any Member in the opinion of the Chairman signified to the Panel, misconducts himself or herself by persistently disregarding the ruling of the

Chair, or by behaving irregularly, improperly, or offensively, or by wilfully obstructing the business of the Panel, or by tedious repetition or unbecoming language in his or her speech, the Chairman or any other Member may move "That the Member named be not further heard", and such a motion if seconded shall be put and determined without discussion.

24. If the Member named continues his or her misconduct after a motion under the last previous paragraph has been carried, the Chairman shall either: -
- (a) move "That the Member named do leave the meeting" (in which case the motion shall be put and determined without seconding or discussion); or
 - (b) adjourn the meeting of the Panel for such period as he or she in his or her discretion shall consider expedient.

Motions affecting persons employed by the Police and Crime Commissioner

25. If any question arises at a meeting of the Panel or a subcommittee as to the appointment, promotion, dismissal, salary, pension, conditions of service or the conduct of any person employed by the Police and Crime Commissioner, such question shall not be the subject of discussion until the body concerned has decided whether or not the power of exclusion of the public shall be exercised, with the exception of confirmatory hearings for the Chief Constable, Deputy Police and Crime Commissioner, Chief Executive and Chief Financial Officer which are required to be held in public.

Right of reply

26. The proposer of a motion shall have the right of reply to the debate: -
- (a) at the close of the debate on the motion;
 - (b) at the close of the debate on an amendment to the motion;
 - (c) before a motion to proceed to next business or that the Panel adjourn or a motion or amendment to refer the subject of debate to a subcommittee or the Police and Crime Commissioner is put;
 - (d) after the closure is carried;
27. The proposer of an amendment shall not have the right of reply to either the debate on the amendment or to the debate on a substantive motion formed by the carrying of the amendment.

Points of order and personal explanations

28. A Member may speak on a point of order or in personal explanation and shall be entitled to be heard forthwith. A point of order shall relate only to an alleged breach of these rules or statutory provision and the Member shall specify the rule or statutory provision and the way in which he or she considers it has been broken. A personal explanation shall be confined to some material part of a former speech by him or her which may appear to have been misunderstood in the present debate.
29. The ruling of the Chairman on a point of order or on the admissibility of a personal explanation shall not be open to discussion.

Next business etc

30. A Member who seeks to avoid a decision being taken on a matter under discussion may, at the conclusion of a speech of another Member, unless the Chairman considers that the matter has been insufficiently discussed, move "that the Panel proceed to the next business" or, if there is no other business to be transacted, "that the Panel adjourn".
31. The proposer of such a motion may speak thereon for five minutes but the seconding of the motion shall be formal and without comment and there shall be no debate on the motion.
32. After the seconding of the motion, the Chairman shall give the mover of the original motion an opportunity to speak on it for not more than five minutes and then put to the vote the motion to proceed to the next business or to adjourn the Panel.
33. If that motion is carried, the original motion shall be considered as withdrawn.

Adjournment of debate

34. A Member who seeks to interrupt a debate so that it may be continued at a later hour or on another occasion may, at the conclusion of the speech of another Member, move that the debate be adjourned to that hour or occasion.
35. If the Member does not specify an hour or occasion, the motion shall be deemed to intend that the debate shall be resumed at the next ordinary meeting of the Panel.
36. The proposer of such a motion may speak thereon for five minutes but the seconding of the motion shall be formal and without comment and there shall be no debate on the motion except that the mover of the original motion may speak on it for not more than five minutes.
37. On the resumption after adjournment of an interrupted debate, the Panel shall proceed to the further consideration of the adjourned business as though the meeting had been continuous for the purposes of these Rules of Procedure.

Closure

38. A Member may at the conclusion of the speech of another Member move "that the proposition under discussion be now put" (which is in these Rules referred to as "the closure").
39. The proposal and seconding of the closure motion shall be formal and without comment and there shall be no debate on it. The closure motion shall be put forthwith to the vote unless it appears to the Chairman that the proposition to which it is sought to apply the closure has not been sufficiently discussed.
40. If the closure is carried, the motion or amendment which is the subject of the interrupted debate shall be put without further discussion, subject to the mover of the original motion, first having the right of reply given by Rules 33 - 36.

Voting

41. Every proposition shall, unless otherwise required by these Rules of Procedure or Statute, be determined by show of hands or, at the discretion of the Chairman, by voices. Secret ballots are not permissible under these Rules of Procedure save for voting on the election of a Chairman/Vice Chairman where there is more than one candidate.
42. Subject to para 87 and para 104 of these rules of procedure, every matter shall be determined by a simple majority from amongst those Members present and eligible to vote. (The meaning of the word "present" shall be in accordance with legislation and, where relevant, can include remote/virtual attendance only in the circumstances permitted by law).
43. In the case of equality of votes the Chairman of the meeting shall have a casting vote, whether he or she has or has not voted previously on the same proposition, but no Member in any other circumstance shall cast more than one vote.
44. If an automatic system of recording votes is in operation, the Chairman shall have power to order votes to be given and counted in accordance with the system.
45. In taking the votes on any proposition, those Members only shall be entitled to vote who are present in the meeting room when the proposition is put from the Chair.
46. Any Member present who is a substitute for a regular Member is entitled to vote, if present when the proposition is put.
47. After a proposition is put from the Chair but before the vote is taken, any three Members rising in their places may require that the voting shall be recorded in the minutes of the meeting so as to show whether each Member present gave his or her vote for or against that proposition or abstained from voting.
48. Where immediately after a vote is taken any Member so requires, there shall be recorded in the minutes of the proceedings of that meeting whether that

person cast his or her vote for the question or against the question or whether he or she abstained from voting.

General disturbances

49. If a member of the public interrupts the proceedings at any meeting the Chairman shall warn him or her. If he or she continues the interruption the Chairman shall order his or her removal from the room. In case of general disturbance in any part of the room open to the public the Chairman shall order that part to be cleared.
50. If, in the opinion of the Chairman, misconduct or obstruction renders the due and orderly dispatch of business impossible, the Chairman, in addition to any other power vested in him or her, may without the question being put suspend the meeting for a period not exceeding 30 minutes.

Interests in contracts and other matters

51. If any Member of the Panel has any relevant interest as defined within the Code of Conduct of their appointing Authority (or, in the case of Independent Co-opted Members, ~~Leicester City~~Leicestershire County Council's Code of Conduct) in any contract, proposed contract, or other matter, that Member shall declare that interest and withdraw from the meeting while the contract, proposed contract, or other matter, is under consideration by the Panel unless the inability to discuss that matter imposed upon him or her by the Code has been removed by ~~Leicester City~~Leicestershire County Council .

Subcommittees and task groups

52. Time limited task and finish groups (subcommittees) may be established from time to time by the Panel to undertake specific task-based work.
53. Subcommittees and task groups shall not have the power to co-opt additional members.
54. The work undertaken by a subcommittee or task group will be scoped and defined beforehand, together with the timeframe within which the work is to be completed and the reporting time for the outcome of the work.

Meetings of the Panel and Subcommittees

55. The Chairman of the Panel or the chairman of a subcommittee may cause a special meeting of the body concerned to be called at any time. In the absence of the Chairman of the body concerned, the Deputy Chairman of that body may exercise the powers conferred on the Chairman by this Rule.
56. A special meeting of the Panel or subcommittee shall be called on the request of at least one quarter of the whole number of Members of the body concerned by Notice in writing signed by them and given to the Clerk to the Panel and specifying the business for which the meeting is to be called. Appropriate adjustments will be made by the Clerk to accommodate the receipt of such a meeting requisition by electronic means.

Proceedings of the Panel and subcommittees

57. The quorum of a subcommittee, unless a special quorum is otherwise prescribed, shall be at least one quarter of the whole number of the body concerned, provided that in no case shall a quorum be less than three Members.
58. Subject to the provisions of Section 100 of the Local Government Act 1972, all reports and all documents marked as "confidential" or "not for publication" shall be treated as confidential until they become public in the ordinary course of the Panel's or Police and Crime Commissioner's business.
59. No act of a subcommittee shall have effect until approved by the Panel except to the extent that the subcommittee has itself power to act without the approval of the Panel.

Variation and revocation of Rules of Procedure

60. Any motion to add to, vary or revoke these Rules of Procedure shall when proposed and seconded stand adjourned without discussion to the next ordinary meeting of the Panel.

Interpretation of the Rules of Procedure

61. The ruling of the Chairman as to the construction or application of any of these Rules of Procedure, or as to the proceedings of the Panel, shall not be challenged at any meeting of the Panel.

Frequency of Meetings

62. Meetings of the Panel will generally take place six times a year, but extra meetings may be convened with the agreement of the Chairman.

Additional Co-opted Members

63. The Panel is entitled, in order to achieve the balanced appointment objective, to recommend to the Secretary of State that additional Members be co-opted to the Panel. Such Co-opted Members will be elected Members of the local authorities, nominated in accordance with Schedule 1. Any local authority providing additional Co-opted Members will nominate the individual members to act in that capacity and the Panel will accept the nomination. Schedule 1 may be amended from time to time to reflect changes in membership required to achieve the balanced appointment objective.

Work Programme

64. The Police and Crime Panel will be responsible for setting its own work programme taking into account the priorities defined by the Police and Crime Commissioner. In setting the work programme, the Police and Crime Panel will also take into account the wishes of its Members.
65. The work programme must include the functions described in the terms of reference for the Panel.
66. Any Member of the Police and Crime Panel shall be entitled to give notice to the Secretariat of the Panel that he or she wishes an item relevant to the functions of the Panel to be included on the agenda for the next available meeting, including notice of any motion which he or she wishes to put to the meeting.

Reports from the Police and Crime Panel

67. Where the Police and Crime Panel make a report to the Police and Crime Commissioner, it will publish the report or recommendations (subject to the exclusion of any exempt or confidential information as defined in the rules on access to information in the Local Government Act 1972 (as amended) and send copies to all the relevant local authorities.
68. The Police and Crime Panel must, by writing, require the Police and Crime Commissioner, as appropriate, within one month of the date on which he or she receives the report or recommendations to:
- (a) consider the report or recommendations;
 - (b) respond in writing to the Panel indicating what (if any) action the Police and Crime Commissioner proposes to take;
 - (c) where the Panel has published the report or recommendations, publish the response;
 - (d) where the Panel has provided a copy of the report or recommendations to a Member, provide a copy of the response to the Member.
69. The Police and Crime Panel will produce an Annual Report detailing progress against KPIs in achieving outcomes and targets, and highlight how value for money (e.g. benefits, savings, efficiencies etc.) is being achieved and send a copy to the Home Office before 31st July in accordance with the Home Office Grant Agreement

The Key Performance Indicators (KPIs) to be monitored and reported on are:

- (a) The number of public meetings held,
- (b) Scrutiny documents and publications produced, including the Panel's annual report,
- (c) Engagement with the work of the Panel by members of the public and the Police and Crime Commissioner for Leicestershire Police.

Police and Crime Commissioner and officers giving account

- 70. The Police and Crime Panel will scrutinise, and review decisions made, or actions taken in connection with the Police and Crime Commissioner's role. To this end, the Panel may require any papers in the Commissioner's possession (except those that are operationally sensitive) which appear to the Panel to be necessary in order to carry out its functions. In addition, it may require the Police and Crime Commissioner and Members of that Commissioner's staff, to attend before the Panel (at reasonable notice) to answer any questions which appear to the Panel to be necessary in order to carry out its functions.
- 71. The Panel may not require any Member of the Police and Crime Commissioner's staff to give any evidence, or produce any document, which discloses advice given to the Commissioner by that person.
- 72. Where the Police and Crime Commissioner, or a Member of that Commissioner's staff, is required to attend the Panel under this provision, the Chairman will inform them in writing giving, where practicable, fifteen days' notice of the meeting. The notice will state the nature of the item on which he or she is required to attend to give account and whether any papers are required for production for the Panel. Where it is necessary to produce a report, sufficient time will be given to allow preparation of that report.
- 73. If the Police and Crime Panel requires the Police and Crime Commissioner to attend before the Panel, the Panel may (at reasonable notice) request of the Commissioner that the Chief Constable also attend on the same occasion to answer any questions which appear to the Panel to be necessary in order for it to carry out its functions.

Attendance by others

- 74. The Police and Crime Panel may invite people other than those referred to above to address it, discuss issues of local concern and/or answer questions. It may, for example, wish to hear from residents, stakeholders, councillors who are not Members of the Panel and officers in other parts of the public sector.

Carrying out 'Special Functions'

- 75. The special functions of the Panel may not be discharged by a subcommittee of the Panel or a task group. Special functions are those functions conferred on a Panel by: -

- (a) Section 28(3) of the Police Reform and Social Responsibility Act 2011 (scrutiny of Police and Crime Plan)
 - (b) Section 28(4) of the Police Reform and Social Responsibility Act 2011 (scrutiny of annual report)
 - (c) Paragraphs 10 and 11 of Schedule 1 of the Police Reform and Social Responsibility Act 2011 (review of senior appointments)
 - (d) Schedule 5 of the Police Reform and Social Responsibility Act 2011 (issuing precepts)
 - (e) Part 1 of Schedule 8 of the Police Reform and Social Responsibility Act 2011 (scrutiny of appointment, suspension or removal of the Chief Constable)
76. Reports and recommendations made in relation to the functions outlined in the terms of reference will be carried out in accordance with the procedures outlined at paragraphs 77- 108.

Police and Crime Plan (Section 28 Police Reform & Social Responsibility Act 2011)

77. The Police and Crime Commissioner must issue a Police and Crime Plan within the year in which he or she is elected. The Commissioner may vary the Plan or issue a new one during that time.
78. The Police and Crime Commissioner must send the draft Police and Crime Plan or variation to the Police and Crime Panel in good time to enable the Panel to consider the plan.
79. The Police and Crime Panel, having considered the draft Police and Crime Plan or variation will make a written report or recommendation to the Police and Crime Commissioner in relation to the draft Plan or variation. The Panel will require a written response to the report or recommendation.

PCC's Annual Report (Section 28 Police Reform and Social Responsibility Act 2011)

80. The Police and Crime Commissioner will produce an Annual Report on the exercise of his functions in the financial year and on the progress made on meeting the objectives in the Police and Crime Plan and send a copy to the Police and Crime Panel.
81. The Police and Crime Panel will hold a public meeting, which the Police and Crime Commissioner must attend to present the Annual Report and respond to questions from the Panel.
82. The Police and Crime Panel will make a written report or recommendations on the Annual Report to the Police and Crime Commissioner. The Panel will require a written response to the report or recommendations.

Senior Appointments (Schedule 1 Police Reform and Social Responsibility Act 2011)

83. The Panel has a duty to review the Police and Crime Commissioner's proposed appointments of the Chief Constable, a Chief Executive, a Chief Finance Officer and a Deputy Police and Crime Commissioner. The Panel is required to hold public confirmation hearings for these posts.
84. The Panel will be notified of the need for a confirmatory hearing in respect of proposed senior appointments made by the Police and Crime Commissioner. This will be held at the next available meeting of the Panel unless the appointment timescale requires an earlier hearing, in which case an extraordinary meeting will be arranged. Guidance on convening confirmatory hearings exists here: <https://cfigs.org.uk/wp-content/uploads/police-and-crime-panels-on-confirmation-hearings.pdf>

Appointment of Chief Constable (Schedule 8 Police Reform & Social Responsibility Act 2011)

85. Where a Chief Constable is to be appointed, the Panel is required to hold a confirmatory hearing within the period of three weeks from the day on which the Panel received notification from the Police and Crime Commissioner.
86. Confirmatory hearings will be held in public and the candidate will be requested to appear for the purpose of answering questions relating to the appointment. Following this hearing, the Panel is required to review the proposed appointment and make a report to the Commissioner on the appointment.
87. Having considered the appointment, the Panel will be asked to either:
 - (a) support the appointment without qualification or comment
 - (b) support the appointment with associated recommendations
 - (c) veto the appointment of the Chief Constable (by the required majority of at least two thirds of the persons who are Members of the Panel at the time when the decision is made)

88. If the Panel vetoes the appointment of the Chief Constable, the report to the Commissioner must include a statement that the Panel vetoed the appointment with reasons.
89. Where the Panel exercises its power of veto of the proposed appointment, the Commissioner shall then propose a 'reserve candidate' for appointment as Chief Constable.
90. When a reserve candidate has been proposed, the Panel is required to hold a confirmatory hearing within the period of three weeks from the day on which the Panel received notification from the Police and Crime Commissioner.
91. Having considered the appointment the Panel will be asked to make a report to the Commissioner, which will include a recommendation to the Commissioner as to whether or not the reserve candidate should be appointed.
92. The Commissioner must have regard to the report and will notify the Panel of his decision as to whether or not he accepts or rejects the recommendation.

Appointment of an Acting Police and Crime Commissioner (Part 1 Chapter 6 Section 62 Police Reform and Social Responsibility Act 2011)

93. The Panel must appoint a person as Acting Police and Crime Commissioner if:
 - (a) no person holds the office of Police and Crime Commissioner
 - (b) the Police and Crime Commissioner is incapacitated
 - (c) the Police and Crime Commissioner is suspended
94. The Police and Crime Panel may appoint a person as Acting Police and Crime Commissioner only if the person is a Member of the Police and Crime Commissioner's staff at the time of the appointment or if he or she is the Deputy PCC in which case the Deputy PCC's term of office will run until the acceptance of office by the newly elected PCC, whereupon it will automatically terminate.
95. In appointing a person as Acting Police and Crime Commissioner in a case where the Police and Crime Commissioner is incapacitated, the Panel must have regard to any representations made by the Commissioner in relation to the appointment.
96. The appointment of an Acting Police and Crime Commissioner ceases to have effect upon the occurrence of the earliest of these events:
 - (a) the election of a person as Police and Crime Commissioner;
 - (b) the termination by the Police and Crime Panel, or by the Acting Police and Crime Commissioner, of the appointment of the Acting Commissioner;
 - (c) in a case where the Acting Police and Crime Commissioner is appointed because the Police and Crime Commissioner is incapacitated, the Commissioner ceasing to be incapacitated;

- (d) in a case where the Acting Police and Crime Commissioner is appointed because the Police and Crime Commissioner is suspended, the Commissioner ceasing to be suspended.

Suspension and Removal of the Chief Constable

97. Where the Police and Crime Commissioner suspends a Chief Constable from duty, he will inform the Police and Crime Panel as soon as practicable.
98. Where the Police and Crime Commissioner intends to seek the resignation or retirement of the Chief Constable, the Commissioner must provide the Chief Constable with a written explanation of the reasons why he is proposing to call for their resignation or retirement. The Commissioner will also notify the Police and Crime Panel in writing and provide the Panel with a copy of the explanation provided to the Chief Constable.
99. The Police and Crime Commissioner may not call upon the Chief Constable to resign or retire until the scrutiny process involving the Police and Crime Panel has been completed.
100. The Chief Constable will make representations to the Police and Crime Commissioner, which the Commissioner must have regard to and must provide a copy of to the Police and Crime Panel as soon as reasonably practicable. If, following consideration of the written representations, the Commissioner still intends to seek the resignation or retirement of the Chief Constable, he or she must notify the Panel.
101. The Police and Crime Panel will hold a meeting, at which the Police and Crime Commissioner and the Chief Constable may make representations to consider whether or not the Commissioner should call for the resignation or retirement of the Chief Constable.
102. Within six weeks of the notification in paragraph 97 the Panel will make a written recommendation to the Police and Crime Commissioner as to whether he or she should call for the resignation of the Chief Constable. The Panel will require a response to the recommendation.

Proposed precept (Schedule 5 Police Reform & Social Responsibility Act 2011)

103. The Police and Crime Commissioner will notify the Panel of the precept which the Commissioner is proposing to issue for the financial year by 1 February of the relevant financial year. The Panel must review the proposed precept and make a report including recommendations by 8 February of the relevant financial year.
104. Having considered the precept, the Panel will either:
- (a) support the precept without qualification or comment;
 - (b) support the precept and make recommendations;
 - (c) veto the proposed precept (by the required majority of at least two thirds of the persons who are Members of the Panel at the time when the decision is made).
105. If the Panel vetoes the proposed precept, the report to the Police and Crime Commissioner must include a statement that the Panel has vetoed the proposed precept with reasons, including an indication as to whether it considers the proposed precept is too high or too low. The Panel will require a response to the report and any such recommendations.
106. Where the Panel exercises its power of veto, the Commissioner must issue a response, notifying the Panel of the revised precept he intends to issue. (If the Panel had vetoed the proposed precept because it was too high, the revised precept must be lower; and if the Panel had vetoed the proposed precept because it was too low, the revised precept must be higher.)
107. When notified of a revised precept, the Panel shall, by 22 February of the relevant financial year, review the revised precept and make a report to the Commissioner, which may indicate with the Panel accepts or rejects the revised precept (a rejection does not prevent the Commissioner from issuing the revised precept as the precept for the financial year) and make recommendations.
108. The Commissioner shall have regard to the second report (and any recommendations) and will issue a response (to be published) to that report, by 1 March of the relevant financial year.

Complaints

109. Complaints against the Police and Crime Commissioner may be brought to the attention of and recorded by the Panel subject to procedures to be agreed by the Panel. Complaints involving suspicion that a criminal offence has been committed must be referred to the Independent Office for Police Conduct. Further guidance on making a referral to the IOPC can be found at [Operational advice note to police and crime panels.pdf \(policeconduct.gov.uk\)](http://policeconduct.gov.uk/Operational%20advice%20note%20to%20police%20and%20crime%20panels.pdf)
110. Non-criminal complaints in relation to the Police and Crime Commissioner or any Deputy Police and Crime Commissioner can be considered by the Panel through a hearing. The Panel can examine this through a subcommittee.

111. The Panel may delegate the initial handling of complaints and conduct matters but not its functions relating to the final resolution of a complaint. Part 4 of this Constitution deals with such complaints.
112. A Police and Crime Panel may suspend the Police and Crime Commissioner if it appears to the Panel that:
- (a) the Commissioner has been charged in the United Kingdom, the Channel Islands or the Isle of Man with an offence;
 - (b) the offence is one which carries a maximum term of imprisonment of two years or more.
113. The suspension of the Police and Crime Commissioner ceases to have effect upon the occurrence of the earliest of the following events:
- (a) the charge being dropped;
 - (b) the Police and Crime Commissioner being acquitted of the offence;
 - (c) the Police and Crime Commissioner being convicted of the offence but not being disqualified under Section 66 of the Police Reform and Social Responsibility Act by virtue of the conviction;
 - (d) the termination of the suspension by the Police and Crime Panel.

Working with Local Authority Scrutiny Bodies

114. The Panel will act in accordance with any Protocols developed between the Police and Crime Panel and Local Authorities.

Review of Constitution

115. This constitution may be amended at any time by the Police and Crime Panel. The Host Authority will conduct an annual review of the provisions of the Constitution and report to the Panel on the outcome of that review should it be considered appropriate to make any amendments. The Host Authority will carry out a review of the provisions of Schedule 1 at any time upon the occurrence of a change in political balance in the authorities represented on the Panel and report to the Panel on any proposed changes.

PART 4

MAKING A COMPLAINT ABOUT THE POLICE & CRIME COMMISSIONER OR DEPUTY POLICE & CRIME COMMISSIONER

4. MAKING A COMPLAINT ABOUT THE POLICE AND CRIME COMMISSIONER OR DEPUTY POLICE AND CRIME COMMISSIONER

(Elected Local Policing Body (Complaints and Misconduct) Regulations 2012, Part 4)

Introduction

This section explains:

- how to complain about the Leicester, Leicestershire and Rutland Police and Crime Commissioner and/or Deputy PCC ('PCC/DPCC').
- what type of complaints the Leicester, Leicestershire and Rutland Police and Crime Panel ('the Panel') can consider.
- the process that will be followed in handling and resolving these complaints.

Background

On 20th December 2012, the Panel delegated authority to the Director of Law and Governance, Leicestershire County Council to:

- i. act as the first point of contact for complaints (and that the Chairman and Vice-Chairman of the Panel act as second or reserve points of contact);
- ii. make decisions, in consultation with the Chairman of the Panel if appropriate, as to whether:
 - (1) a complaint has been made which requires resolution under the complaint's procedures;
 - (2) that complaint should be referred to the Independent Office of Police Conduct (IOPC);
 - (3) the complaint should be subject to the informal resolution process; and
 - (4) to make arrangements for the process of informal resolution;
- iii. produce such further procedures, notes of guidance and forms as may be helpful to assist in the operation of the process and the provision of information to complainants;

At the same meeting the Panel delegated authority to the Director of Law and Governance, in consultation with the Chairman and Vice-Chairman, to:

- i. resolve complaints informally, or
- ii. arrange for a meeting of a sub-committee to be drawn from the full membership of the Police and Crime Panel, to resolve complaints informally.

At a further meeting on 2nd December 2021 the Panel amended the delegation at ii (2) in the light of legal advice, and delegated to the Chief Executive of the OPCC (rather than the Monitoring Officer) the power to refer relevant complaints to the IOPC

References to the Panel in this document include therefore the Director of Law and Governance acting on behalf of the Panel, or to the equivalent postholder in the relevant Host Authority from time to time.

Objectives

The objectives of the complaints process are to:

- Handle complaints in a fair and independent way
- Deal with complaints as quickly and effectively as possible
- Keep all parties informed of progress until the complaint reaches a conclusion

What complaints can the Panel look at?

The Panel is responsible for dealing with complaints about the conduct of the PCC/DPCC. This means the way things are done or not done, statements that are made and the way decisions are taken.

Any complaint comprising a “serious complaint” or “conduct matter” (as defined in the Police Reform and Social Responsibility Act 2011) will first be passed onto the Independent Office for Police Conduct (IOPC) for investigation. The Police and Crime Panel hereby formally delegates the function of making a referral to the IOPC to the Chief Executive of the Office of the Police & Crime Commissioner (OPCC) in accordance with Regulation 7 of The Elected Local Policing Bodies (Complaints and Misconduct) Regulations 2012.

Other non-criminal complaints are logged and then handled by the Panel, in accordance with the decisions and delegations referred to above and in accordance with Regulation 28(3) The Elected Local Policing Bodies (Complaints and Misconduct) Regulations 2012, usually through a process of Informal Resolution.

What the Panel is unable to do

There are certain complaints the Panel cannot consider because it does not have the legal power to do so. There are separate procedures for the following complaints:

- Complaints about operational policing matters
- Complaints about the Chief Constable
- Complaints relating to the administration of the Panel
- Complaints relating to the conduct of Members of the Panel.

If it is decided that your complaint should be directed to another body because it falls beyond the Panel’s remit, the Panel will explain why and offer to direct it to the appropriate body.

The Panel cannot consider complaints about the merits of a PCC/DPCC decision, for example where someone disagrees with a policy the PCC/DPCC has introduced.

It is important to note that the Panel has no power to investigate complaints in any way, although it may ask the PCC/DPCC to provide information or comment on the complaint.

Submitting a complaint

Complaints should be sent in writing to:

Kamal Adata
 City Barrister and Monitoring Officer
 Leicester City Council
 Leicester
 LE1 1FZ
 Or by email to Monitoring-Officer@leicester.gov.uk

You can arrange for someone to act on your behalf, such as a friend or relative. However, you must provide written confirmation that you have given your consent before the Panel can discuss your case with them.

How the Panel will deal with your complaint

(Elected Local Policing Body (Complaints and Misconduct) Regulations 2012, Reg 9 etc)

Step 1 – Initial Assessment

Your complaint will be checked to see that it is about the conduct of the Leicester, Leicestershire and Rutland PCC/DPCC.

If the complaint is about operational policing matters or the performance of the Leicestershire Police or any of its officers, you will be redirected to the Leicestershire Constabulary.

If the complaint is about the Chief Constable, it will be passed to the PCC.

Step 2 – Recording your Complaint

If your complaint relates to the conduct of the PCC/DPCC it will be recorded, unless the matter has been or is currently being dealt with by criminal proceedings.

If it is decided not to record your complaint, the reason for this will be explained to you.

Where a complaint is recorded:

- a) You will be supplied with a copy of the record made of the complaint; and
- b) The PCC/DPCC will be supplied with a copy of the complaint.

A copy of a complaint supplied may be in a form which keeps anonymous your identity or the identity of any other person.

A copy of the complaint may not be supplied where to do so may:

- a) Prejudice any criminal investigation or pending proceedings, or
- b) Would otherwise be contrary to the public interest.

Where it is decided not to supply a copy of a complaint, that decision shall be kept under regular review.

Step 3 – Deciding how your complaint will be handled

Option A – Is it a serious complaint that should be passed to the Independent Office for Police Conduct (IOPC)?

If your complaint alleges criminal conduct (or appears to involve a criminal offence that can be triable in England and Wales) it will be passed to the IOPC. The IOPC will then decide how to deal with your complaint.

Option B – Are there grounds to reject the complaint?

It may be decided to reject your complaint and take no action in the following circumstances:

- a) The complaint is by a member of the PCC staff, arising from their work;
- b) The complaint is more than 12 months old where there is no good reason for the delay, or the delay would be likely to cause injustice;
- c) The complaint is about conduct that is already the subject of another complaint;
- d) The complaint is anonymous;
- e) The complaint is vexatious, oppressive or otherwise an abuse of the procedures for dealing with complaints; or
- f) The complaint is repetitious.
- g) The complaint is trivial, unproved, circumstantial or otherwise wholly inferential

If it is decided to take no action regarding your complaint you will be notified of the reasons for this.

Option C – Has the complaint already been satisfactorily dealt with?

If it appears your complaint has already been satisfactorily dealt with by the time it comes to the Panel's attention, it may decide to take no further action.

Option D – Should the complaint be taken forward to Informal Resolution?

If your complaint has not been passed to the IOPC, rejected, or already been dealt with, it will usually be taken forward to informal resolution.

What is Informal Resolution of Complaints?

Informal Resolution is a way of dealing with a complaint without investigation or formal proceedings. It is a flexible process that may be adapted to the needs of the complainant and the individual complaint.

Informal Resolution may be conducted by the Director of Law and Governance (in consultation with the Chairman and Vice Chairman of the Panel) or by the Panel or a sub-committee of the Panel. Examples of informal resolution include:

- Resolution by telephone
- Providing information
- Concluding the matter through correspondence and explaining the circumstances
- Individual communication between the PCC/DPCC and the complainant via the office of the Director of Law and Governance
- An apology made by the person complained about

- A face to face meeting between the complainant and the person subject to the complaint facilitated through the office of the Director of Law and Governance
- Identification of 'lessons to be learnt' and changes in practice communicated to the complainant

In attempting to secure a resolution the Panel will consider whether further information, clarification or explanation is required and/or whether any actions are required and can be agreed with all parties.

The Panel cannot tender an apology on behalf of the person who is subject to the complaint unless he or she is agreeable to this.

The Panel has no powers to investigate complaints (including seeking corroborating witness statements) but is allowed to ask the person complained against to provide information and documents and /or attend to answer questions.

The Panel cannot impose formal sanctions on the person you have complained about because it does not have the power to do so.

Outcome of Informal Resolution

A record of the outcome of your complaint will be sent to both parties and shall not be published unless (i) both parties have been given the chance to comment on the proposed publication And (ii) it is deemed in the public interest to publish the outcome.

Timescales for Handling your Complaint

Wherever reasonably possible your complaint will be acknowledged within 5 working days. Your complaint will be concluded, insofar as reasonably practicable within 12 weeks if it is dealt with through informal resolution.

However, each case is different, and the time taken to reach a conclusion will depend on the nature of the complaint.

All parties will be kept updated of progress until the complaint reaches a conclusion.

If the complaint is criminal in nature it must be passed to the IOPC as soon as possible. You will be notified if that happens. The IOPC will then decide how to deal with the complaint and will contact you.

Withdrawing a Complaint

If you wish to withdraw your complaint you (or someone authorised to act on your behalf) must say this in writing via post or email. It is however for the Panel to determine whether a complaint should be withdrawn.

Appeals

There is no right of appeal regarding the outcome of the complaint. The Local Government and Social Care Ombudsman has the power to investigate the administration of the complaint process.

If you are unhappy with the way your complaint was handled, you can refer the matter to the Local Government Social Care Ombudsman.

**PART 5
ROLE OF THE
POLICE AND
CRIME
COMMISSIONER**

5. ROLE OF THE POLICE AND CRIME COMMISSIONER

Directly elected Police and Crime Commissioners (PCCs) and Police and Crime Panels (PCPs) were introduced by the 2011 Police Reform and Social Responsibility Act. The role of the PCC is to be the voice of the people and to hold the Chief Constable to account.

The PCC is responsible for setting priorities for the police force within their area, having regard to needs and demands of communities and ensuring that local and national priorities are suitably funded by setting a budget and for the local performance of the force. He or she will do this by, inter alia:

1. representing all those who live and work in the communities in Leicester, Leicestershire and Rutland and identifying their policing needs
2. Setting priorities that meet those needs by agreeing a force level strategy plan for Leicestershire Police (the police and crime plan)
3. Holding the Chief Constable to account for achieving these priorities as efficiently and effectively as possible, ensuring that value for money is achieved
4. Agreeing the Leicestershire Police budget and setting the precept
5. Hiring the Chief Constable and, if necessary, calling upon the Chief Constable to retire or resign
6. Having regard to reports and recommendations made by the Police and Crime Panel

SCHEDULES

Schedule 1: members to the Leicestershire Police and Crime Panel

1. The statutory requirement is for a Panel of 10 Councillors and 2 Independent Members. The ten Councillors **must** include one from each local authority in the area – i.e. City, County, Rutland and 7 Districts. However, in establishing the Panel it is necessary to ensure the membership: -
 - i) Represents all parts of the relevant police area (geographic balance);
 - ii) Represents the political make-up of the relevant authority or relevant authorities (when taken together);
 - iii) Has the necessary skills, knowledge and experience to discharge the functions effectively.
2. When the Panel was established in 2012 the decision was taken to establish a Panel of 15 Members made up as follows:
 - 8 Members representing the County Area (7 nominated by the Districts and 1 by the County)
 - 4 City Members
 - 1 Rutland Member
 - 2 Independent Co-opted Members
3. This make-up was to ensure that ‘all parts of the relevant police area were appropriately represented hence the decision to allow 4 City representatives to reflect the fact it accounts for nearly 1/3rd of the population served by the Police.
4. The other considerations are the political balance of the ‘area as a whole’ and the view taken by all Authorities that powers of the Panel were considered so significant that an Executive Member would represent their Authority. Based on this and the current political balance and control of local authorities (~~see table below~~) the membership is as follows:
 - 75 Conservatives Nominees from - County Council, ~~Rutland, Harborough, Melton, Charnwood~~, Blaby, NWLDC, 2 x City Council)
 - 4 Labour Nominees from Charnwood, Melton and 2 x City Council
 - 23 Liberal Democrats (Nominees from Hinckley & Bosworth ~~and~~, Oadby & Wigston and Rutland)
 - 1 Green Nominee from Harborough
 - 2 Independent Co-opted Members

(Note 1– Due to the geographical balance requirement the Labour Party has a slightly higher representation than the overall political balance would suggest. The political balance will be reviewed after every election – the next review will take place following the County Council elections in 2021.

Note 2 – The size of the PCP was agreed with the Home Office and any decision to increase the size would need Home Office approval. It is therefore proposed that the size of the Panel remain unchanged).

Schedule 2: Questions from the public

1. The Agenda for Ordinary meetings of the Panel shall include the opportunity for members of the public to ask questions of the Panel members on issues under the purview of the Panel.
2. The Agenda item will ordinarily allow no more than 10 minutes for this item, though the Chair of the Panel may reduce or extend this in their absolute discretion.
3. Anyone living, working or studying within the area of the constituent authorities will be entitled to ask questions.
4. A questioner can submit up to two questions per Panel either in their own right or on behalf of one organisation.
5. Notice of questions must be received by the Lead Authority for the Panel no later than 15 clear working days before the Ordinary Panel meeting is held.
6. In order for a question to be accepted, it must relate to the strategic functions of the PCC (including his Police and Crime Plan) and not relate to the operational management of Leicestershire Police *

(Any questions relating to the operational management of Leicestershire Police will automatically be directed to the Office for the Chief Constable, who will endeavour to respond in accordance with normal practice – the questioner will be notified that it has been forwarded. These questions will therefore not be taken in public at PCP meetings.)*

7. Questions may not:
 - Require the disclosure of exempt or confidential information
 - Repeat a question asked at a Panel meeting in the previous 6 months
 - Be defamatory, frivolous or offensive
8. In circumstances where a questioner is unable to attend personally or be represented at the Panel meeting at which his/her question is to be considered, the answer will be presented to the Panel and forwarded in writing to the questioner.
9. Where the questioner or their representative attends the Panel in person to receive the answer to their question the questioner (or representative as the case may be) may in the Chair's discretion be permitted to ask one supplementary question on the same subject matter as their original question and to receive an answer orally through the Chair. The purpose of asking a supplementary question shall be to seek clarification upon the reply to the original question.

For Information

Meetings of the PCP are webcast live to the public and this footage will be owned by and archived in perpetuity on the website of the Leicester City Council.

The public are reminded that the PCC has his own channels of communication through which the public are encouraged to engage, including a "Have Your Say" area of the PCC's website:

[Meet the Commissioner \(pcc.police.uk\)](http://pcc.police.uk) and his direct email address: police.commissioner@leics.pcc.pnn.gov.uk