



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

*Date/Time:* **Tuesday, 12 March 2024 at 2.00 pm**

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

*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

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

### **AGENDA**

<b><u>Item</u></b>	<b><u>Report by</u></b>
1. Minutes of the meeting held on 1 February 2024.	(Pages 3 - 10)
2. Public Question Time.	
3. To advise of any other items which the Chairman has decided to take as urgent elsewhere on the agenda.	
4. Declarations of interest in respect of items on the agenda.	
5. Police and Crime Commissioner's Update.	(Pages 11 - 22)



6. Police and Crime Plan Delivery. (Pages 23 - 52)
7. East Midlands Special Operations Unit (Pages 53 - 56)
8. Ethics and Transparency Panel. (Pages 57 - 68)
9. Agreements under Section 106 of the Town and Country Planning Act 1990. (Pages 69 - 74)
10. Date of next meeting.

The next meeting of the Panel is scheduled to take place on Tuesday 18 June 2024 at 2.00pm.

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

Minutes of a meeting of the Leicester, Leicestershire and Rutland Police and Crime Panel held at County Hall, Glenfield on Thursday, 1 February 2024.

PRESENT

Mrs D. Taylor CC (in the Chair)

Cllr. Nags Agath  
Cllr. Liz Blackshaw  
Parisha Chavda  
Cllr Adam Clarke  
Cllr. Sarah Cox  
Cllr Andrew Johnson

Cllr. Kevin Loydall  
Salma Manzoor  
Cllr. Michael Mullaney  
Cllr. Les Phillimore  
Cllr. Sarah Russell  
Cllr. Andrew Woodman

In attendance

Rupert Matthews – Police and Crime Commissioner  
Rani Mahal - Deputy Police and Crime Commissioner  
Claire Trewartha – Chief Executive, Office of the Police and Crime Commissioner  
Kira Hughes – Chief Finance Officer, Office of the Police and Crime Commissioner

14. Minutes of the previous meeting.

The minutes of the meeting held on 13 December 2023 were taken as read, confirmed and signed, subject to Rani Mahal – Deputy Police and Crime Commissioner being added to the attendance list.

15. Public Question Time.

The Chairman reported that the following question had been received from a member of the public:

**Question by Mr. Tim Ottevanger:**

*The Police and Crime Commissioner is responsible for setting the police budget, including the local tax precept. I am sure the Police and Crime Commissioner would agree with me that the prudent management of taxpayers' money is important, as is transparency and accountability when it comes to public funds. As a local taxpayer, I would like to ask the Police and Crime Commissioner the following questions:*

*Since the start of your term of office in May 2021, what is the total amount of money from your budget spent on terminating employment contracts for those people working in or for your office? Please cover all forms of employment, including permanent contracts, temporary or interim contracts, or positions such as those held by members of the Ethics Committee. Please include all the costs incurred, such as contract termination, redundancy costs, pension strain costs, notice period costs, compensation and third party consultancy costs. I am seeking the total figure for the above, covering your term of office as PCC to date, not broken down by financial year or in any other way that could allow for any single individual to be identified.*

*Can you tell me the total number of people in any form of employment relationship with your office who have left that employment relationship since you became PCC including the number who received any form of paid settlement?*

**Reply by the Police and Crime Commissioner:**

*Thank you for your question. Since the start of my tenure as the PCC in 2021, I have always stressed the importance of being transparent and accountable for the decisions made by me and my office. This is especially true when it comes to the use of public funds and I have maintained this stance throughout my time in office.*

*All expenditure which has been incurred as a result of the termination of employees or other persons within my office, is readily available for all to view on the PCC website and is detailed within the PCC Statement of Accounts. The statements contain a detailed breakdown of salary, payments, benefits in kind and compensation for the loss of office.*

[Annual Accounts \(pcc.police.uk\)](https://www.pcc.police.uk)

*In addition to this, there are a number of Freedom of Information requests in relation to the same question which is available on the PCC's website. In all cases my office has responded to these fully in compliance with our statutory obligations under the Freedom of Information Act 2000.*

[Freedom Of Information \(pcc.police.uk\)](https://www.pcc.police.uk)

*I realise that this information can be difficult to interpret and isn't yet available for the financial year that we are currently in. As such, to ensure complete transparency and to be helpful, I can confirm that the total amount of funds related to the exit of staff and committee during the term of the current PCC is £300,323.77. This figure covers 12 individuals, including members of committees.*

*Outside of this, 13 individuals have left the OPCC's office to pursue employment and opportunities elsewhere.*

16. Urgent items.

There were no urgent items for consideration.

17. Declarations of interest.

The Chairman invited members who wished to do so to declare any interest in respect of items on the agenda for the meeting.

No declarations were made.

18. Police precept proposal and 2024/25 budget.

The Police and Crime Panel considered a report of the Police and Crime Commissioner (PCC) concerning the Proposed Precept for 2024/25 and the Medium Term Financial Plan (MTFP). A copy of the report, marked 'Agenda Item 5', is filed with these minutes.

In introducing his budget and precept proposals the PCC stated that he recognised the financial difficulties being faced by households in Leicester, Leicestershire and Rutland (LLR). He provided reassurance that he had reviewed and challenged the way services were provided in LLR. The PCC thanked the officers and staff of Leicestershire Police for their work. The PCC raised concerns about the Police funding formula and how it did not take into account significant factors that affected LLR.

The Chief Constable Rob Nixon explained why he supported the proposed Precept for 2024/25 and stated that even with the proposed increase by £13.00 per annum for policing purposes to £286.23 for a Band D property, the budget would still fall short of what was required to sustain policing requirements. The main issue with the budget was the unfunded Police pay award for 2023/24. However, the Precept increase being proposed would minimise the impact of the budget shortfall and the Chief Constable was still confident that the Police and Crime Plan could be delivered.

Arising from discussions the following points were noted:

- (i) The Police funding formula was not considered by the Police and Crime Commissioner and Leicestershire Police to be a fair one and it left Leicestershire Police and the people of Leicester, Leicestershire and Rutland disadvantaged compared to other areas. Of the 43 police forces in England and Wales 18 of them did not have sufficient funding to cover the payroll. The Police and Crime Commissioner explained that since he had been in post he had met with several Policing Ministers during that period and raised concerns about the funding formula, but the formula had not been changed. The PCC had been promised a further meeting with the Home Secretary which would take place before the budget on 6 March 2024. The Police and Crime Panel Chair Mrs. D. Taylor CC offered to write to the Home Secretary and Policing Minister in support of the Leicestershire Police campaign for fairer funding. It was suggested that the letter could be signed by the Chief Executives of all the local authorities in LLR to give it more weight.
- (ii) The Government set a minimum level of police officers for LLR and in return Leicestershire Police received a level of grant funding. Reducing officers would result in a financial penalty therefore it was decided to retain police officer numbers for LLR. Instead the budget shortfall would be dealt with by cutting around 188 police staff. However, this was of concern as these staff were carrying out important roles in the criminal justice process such as answering 999 calls and carrying out forensic work. The role played by Police Community Support Officers (PCSOs) was highly valued. However, due to the difficult financial situation Leicestershire Police was facing, some cuts to PCSO numbers could have to be made. There was also a possibility that the news around cuts to police staff could cause existing staff to look for jobs elsewhere even if ultimately their jobs were not going to be cut. Reassurance was given that engagement with police staff would take place and communications would be managed carefully to minimise the amount of alarm and distress caused by the news.
- (iii) The budget for 2024/25 included £4 million for overtime. A significant proportion of this figure was due to public protests which occurred on bank holidays.

- (iv) The report stated that the Police and Crime Commissioner was continuing to allocate 2.7% of total available funding for 2024-25 to the Chief Executive for the Office of the Police and Crime Commissioner including Commissioning. There was no national guidance on the split of core funding between the OPCC and the Force. It was difficult to make a meaningful comparison between forces on this as not all Police and Crime Commissioners had the same responsibilities, for example some had responsibility for fire services. The 2.7% figure had been set in LLR by the PCC's predecessor and the current PCC had not changed it. Panel members queried whether cuts should be made to the OPCC budget, bearing in mind the difficulties that Leicestershire Police was having in covering costs. In response the PCC provided reassurance that the OPCC did not retain money unnecessarily and would give as much as possible to the force, but he emphasised that the OPCC did have statutory duties to carry out which required funding such as financial oversight, holding the Chief Constable to account etc. In addition, the PCC had a responsibility to commission services for victims and initiatives to prevent crime. The OPCC funded those services through Victim First and the Violence Reduction Network (VRN). The OPCC actually provided Victim First with a larger amount of funding than was the minimum required but the PCC felt that it was an area deserved of additional investment. The PCC stated that he believed the overall balance of funding between the OPCC and Leicestershire Police was correct.
- (v) It was noted that the commissioning section of the OPCC budget included £637,000 for commissioning of the force which comprised of £400k towards the Force's Prevention and Partnership Strategy and the remaining funding was for Integrated Offender Management, Police Offender Management and contributed towards Multi Agency Risk Assessment Conference (MARAC) posts. Not included in the £637,000 figure was additional funding provided to the force for the Safeguarding Board and Domestic Homicide Reviews. When this was all added together it resulted in a total of £870,000 of funding being transferred from the OPCC to Leicestershire Police. Panel members suggested that this meant that the figure of 2.7% of total available funding being allocated to the OPCC was misleading because it did not include the money the OPCC gave to the force as part of commissioning. Once that commissioning funding had been taken into account, it was actually 2.2% of the overall funding going to the OPCC. The Panel felt that this point could have been more clearly explained in the report.
- (vi) Panel members questioned whether there had been an increase in OPCC staffing numbers/costs since 2018 in real terms. It was noted that whilst the VRN sat within the OPCC it was not included in the staffing totals for the OPCC as the funding for the VRN came from a separate grant. The VRN would not have been included in the figures for 2018. Increases in overall staffing costs could be caused by staff going up the incremental salary points on the pay scales. There were also 3 members of OPCC staff whose wages were previously included under the commissioning budget but were now covered under the OPCC general staffing budget. It was agreed that further details on OPCC staffing numbers and costs since 2018 would be provided after the meeting.

- (vii) The Police and Crime Commissioner held all the reserves for Leicestershire Police. The reserve strategy was due to be reviewed in March 2024. It was recommended by the Home Office that the General Reserve should be between 2% and 5% of the Net Revenue Expenditure (NRE).
- (viii) The Panel queried whether reserves should be used to save the 188 police staff from being cut as this would save on recruitment costs in years to come but it was acknowledged that this would only be a short-term fix and reserves could only be used once. The Chief Constable did support fast tracking the training of police staff to allow them to become Police Officers.
- (ix) When major incidents occurred in LLR, Leicestershire Police could apply to the Home Office for additional funding to cover the costs. For example, with the East Leicester disorder that had occurred in 2022 £1.2 million of funding had been applied for and 85% of that had been awarded by the Home Office. The remaining costs of the East Leicester disorder had to be covered from the budget contingency.
- (x) The OPCC had opportunities throughout the year to submit bids to funding bodies for additional funding. The OPCC had already secured an additional £6m for the next 2 financial years to spend on services for the residents of LLR. In response to a request from the Panel for further detail on this funding reference was made to the Domestic Abuse Perpetrator Scheme, Safer Streets funding and the Violence Reduction Network. It was agreed that further details would be provided after the meeting.
- (xi) Advice was sought from experts in relation to energy costs faced by the OPCC and Leicestershire Police. The most significant costs related to Force Headquarters in Enderby. A heat replacement programme was underway, and work was taking place to electrify the vehicles used by Leicestershire Police.
- (xii) The PCC recognised the importance of neighbourhood policing to the residents of LLR and it was a topic which regularly came up when he engaged with the public. Reassurance was given that Neighbourhood Policing would be protected in LLR. The PCC held the Chief Constable to account through the Corporate Governance Board and the PCC had requested and received reassurances relating to Neighbourhood Policing through that Board.
- (xiii) A member noted chart 4 on page 25 of the agenda pack which set out the Leicestershire Police Funding by Population for the period 2015-2024. The chart indicated the amount of growth there had been over that period but did not give details on what the reasons were for the growth and what extra demands had been placed on Leicestershire Police during that period. The member suggested that an amended graph could be circulated which provided the extra information.
- (xiv) The increased Core and Ex-MHCLG funding quoted for Leicestershire was £7.7m but this did not include the £6.5m Home Office Uplift Grant & £6.6m Home Office Pension Grant. A member noted that for the year 2019/20 additional income was received in the form of a Pensions Grant and in that year the precept increased by £24.00 per Band D equivalent property for 2019-20 which included £12 to fund the

additional costs associated with the increased pension liability for 2019-20. The member queried whether a similar approach was being taken for 2024/25 but in response it was confirmed that this was not the case and the latest Home Office Pension Grant covered 2024/25 only.

- (xv) The PCC was intending to finance capital expenditure through borrowing (debt) and therefore resources needed to be set aside to repay that debt from the revenue account. In response to a question from the Chair as to whether this was the right time to borrow, the PCC explained that the decision to borrow was not taken lightly and borrowing only took place when it was absolutely necessary. Capital projects were graded in terms of how essential they were and only the most essential projects were invested in such as vehicles and the control room.
- (xvi) Reassurance was given that the regional collaboration which Leicestershire Police was involved in was value for money.
- (xvii) Leicestershire Police was implementing the 'Right Care, Right Person' operational model developed by Humberside Police which changed the way the emergency services responded to calls involving concerns about mental health. However, Leicestershire Police had already been using some aspects of the model for several years such as with the mental health triage car.

#### RESOLVED:

- (a) That the information presented in the report be noted;
- (b) That the proposal to increase the 2024/25 precept by £13.00 per annum for police purposes to £286.23 for a Band D property be supported;
- (c) That the future risks, challenges, uncertainties, and opportunities included in the precept proposal together with the financial and operational considerations identified be noted;
- (d) That the Chair on behalf of the panel shall write to the Policing Minister about the core funding concerns and the unfair funding formula;
- (e) That the current Medium Term Financial Plan, the Capital Strategy and the Treasury Management Strategy be noted.
- (f) That the Police and Crime Commissioner be requested to provide further detail and documentation regarding the following areas of the budget:
  - The percentage of total available funding held by the OPCC and how this percentage compares to other force areas nationally;
  - OPCC staffing numbers from 2018 onwards and how changes to the staffing structure led to increases in OPCC staff pay;
  - Breakdown of the funding figures for OPCC commissioning and specifically OPCC commissioning of Leicestershire Police;



- Bids made by the OPCC to other bodies for funding;
- The total amount of reserves held by the Police and Crime Commissioner;
- A graph to demonstrate how police funding has changed over time, the reasons for the change, and where and when extra demands were placed on Leicestershire Police.

The motion was carried unanimously.

19. Section 106 update.

The Police and Crime Panel received a verbal update from the Police and Crime Commissioner regarding funding received under Section 106 of the Town and Country Planning Act 1990.

It was noted that a new Section 106 officer at Leicestershire Police was now in post and the officer's contact details would be circulated after the meeting to enable Panel members to take part in collaborative work.

It was reported that some resistance had been received from some District Councils regarding drawing down Section 106 funds and repurposing them. The members for those Districts would be contacted by OPCC staff to see if those issues could be resolved.

RESOLVED:

That the contents of the verbal update be noted.

20. Date of next meeting.

RESOLVED:

That the next meeting of the Panel be held on Tuesday 12 March 2024 at 2.00pm.

2.00 - 3.15 pm  
01 February 2024

CHAIRMAN

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

Your Communities - Your Commissioner

## **Police and Crime Panel for Leicester, Leicestershire and Rutland**

### **12 March 2024**

### **Commissioners Update**

Report Date	12 <sup>th</sup> March 2024
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 and deliver such a plan and bring together community safety 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 his deputy and office throughout December and January.

## **Request of the Panel**

3. In their role to scrutinise the actions and decisions of 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 supportive of 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. It is the opinion of the PCC that there is good progress being made against a key number of workstreams within the office. The PCC receives regular oversight of the workload through weekly meetings with the Chief Executive Officer, Bi-monthly briefings with the Senior Management Team and other briefings as appropriate. There has been an enhanced focus on community engagement and consultation with the public over the past 6 months as evidenced by the additional detail provided regarding public meetings, parish council engagement scheme and community Thursdays.

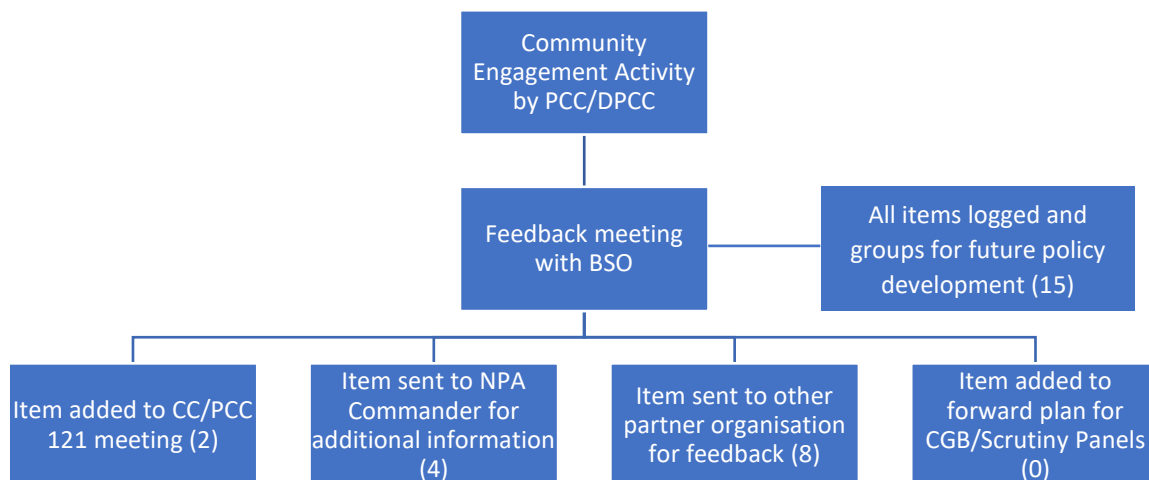
## **Background, Relevant Data and Trends**

### **Community consultation and engagement (PCC)**

5. The Police Reform and Social Responsibility Act 2011 (PRSRA) places a statutory duty on the Police and Crime Commissioner to regularly engage and consult with the public. This has been a key priority for the Commissioner, and to that end he has created dedicated 'Community Days', listening to the views of local people. In the last twelve weeks he has held nine Community Days covering both rural and urban areas.
6. The map below shows the coverage of the community days over the past twelve weeks.



7. The PCC has also continued to host public meetings and has held two throughout December and January in Rutland and City East. The public meetings have been well received by attendees although the attendance has been higher in areas where there is a community safety issue of concern. In addition, despite people registering in advance confirming their attendance, a number failed to turn up on the night.
8. Whilst all engagement activity is informative, it is the follow up activity where there is impact. All feedback both positive and negative is relayed to the appropriate personnel in the force or partner organisations. Further to this the PCC debriefs the team on his visits and from which a number of actions are logged from each visit, these are actioned and tracked by the team for completion as per the diagram below.



9. Following community engagement some examples of the items raised through the PCCs meeting with the Chief Constable and follow up enquiries with the NPA Commanders include, but are far from limited to; additional information back to Councillors on issues they raised about ASB, resolved concerns about a substance misuse centre, raised concerns of the public about dangerous dogs and fed back useful intelligence to local policing teams for use in road safety operations and fed information around ASB to OPCC teams for future planning.
10. Through January the PCCs community visits and public meetings generated over twenty actions arising, including; items to be discussed with the Chief Constable, items to be discussed and further information requested through the Corporate governance board, issues raised with the local community safety partnerships, 121s booked with Neighbourhood Policing Area commanders and referrals made to the road safety team in relation to speed watches.
11. Throughout these visits there have been some key recurring themes raised by local communities, residents or elected officials.
- ASB concerns – these concerns have been collated and will feed into the planning that is currently being carried out for the £1.4m that has been allocated to LLR from central Government.
  - Business Crime – concerns have been fed to the Deputy PCC who is leading the workstream on business crime for action.
  - Domestic Burglary – local policing teams have been making contact with Parish Councils and elected officials where this is a concern to update on activity. The Commissioner was also able to give direct advice on access to Target Hardening activity via the OPCC.

- d. Speeding Parking and Road Safety Concerns – a meeting has been established with the Road Safety Partnership to discuss how the OPCC and the RSP could work more closely together on this issue moving forward.
12. The Commissioner also regularly receives positive feedback from those areas visited regarding policing which has been fed back to the Force, this feedback includes; good liaison between local police and PCSOs, evident hard work and proactive work by the Neighbourhood Policing Teams to tackle ASB and residents pleased with policing in their areas and the positive relationship they have with the force.

### Community Consultation and Engagement (DPCC)

13. Recognising that Parish Councils represent a large portion of the population across the two counties, a robust programme of engagement with Parish Councils has been launched, being led by the DPCC to achieve the following outcomes;
- a. Ensure Parish Councils are aware of the PCC's role.
  - b. Provide Parish Councils the opportunity to directly communicate with the PCC.
  - c. Receive and collate high level themes of concern from across the force area.
  - d. Enable Parish Councils to feedback on their interactions with the Force.
14. A well-attended launch event at Police Headquarters was held on the 15<sup>th</sup> January 2024, at which approximately ninety councillors attended representing around a third of all Parish Councils across Leicestershire and Rutland.
15. Following the launch, the Deputy PCC Rani Mahal has hosted a series of 'Parish Council Surgeries' whereby the DPCC meets representatives from individual Parish Councils on a one-to-one basis to listen to their concerns and feedback. There is a rolling programme of locations in districts across the two counties. Parish Councils are invited to attend surgeries in their specific areas to enable localised themes to be identified.
16. To date six surgeries have been held in which twenty-four parish councils have attended, a further eight surgeries are planned to commence prior to the end of March.
17. The views provided at these surgeries are helping to collate common crime issues and concerns which are being triaged in line with the diagram above.

18. Positive feedback has been received with councillors pleased that this line of communication has been opened, stating that it is a direct link for them to voice the views of their local residents. Attendees have also reported that the meetings are helping them identify and access relevant agencies and organisations in instances where concerns are not the responsibility of the police service.

#### Due Diligence Activity (PCC and DPCC)

19. The PCC/DPCC have also been carrying out visits to projects funded via OPCC to talk about progress of project delivery. Throughout December and January visits have taken place to a number of funded initiatives, including, but not limited to, those summarised in Table One

*Table One*

<b>Organisation</b>	<b>Area and Work</b>	<b>Funding</b>	<b>Output</b>
FreeVa	Commissioned service for Helpline and Engagement Service (HES) Sexual Violence and Domestic Abuse support, Specialist IDVAs and ISVAs DA perpetrator programmes.	£1.4m	The PCC was pleased to talk to the project provider about the people helped through the HES team to see how they have engaged and supported 5,287 victims, supporting 1002 through the MARAC process.
Harborough CSP	Community Safety Vehicle	£17,157	The PCC was please to see how this will give a valuable and essential means for the local Police and community safety teams a means to do community engagement and show increased police visibility and reach residents.
Melton CSP	Flytipping cameras and updated CCTV	£71,793	The PCC was able to verify the improved lighting in ASB hotspots and an additional help point system for members of the public to request assistance. In addition new CCTV cameras for increased coverage and improved security within identified areas of need.



Charnwood CSP	Living Without Abuse Go Getta	£30,000 £16,318	The PCC was able to talk to providers and hear about projects covering domestic abuse outreach work for adult survivors of domestic abuse and a project covering support for young people who are victims of sexual offences. At GoGetta he was pleased to see the support and mentoring service for young people.
Loughborough Brownies	People Zones Grant to engage children in positive activities as a diversionary practice.	£5,150	The PCC was pleased to see a range of activities taking place, including a very fun, (if messy!) session with the Rainbows creating Christmas treats to take home; and a Brownies session where preparations were being made for the girls to receive their latest badge.

### Scrutiny and Governance Activity

20. The OPCC continue to achieve 100% of scheduled ICV Visits equating to seventeen visits undertaken over December and January. No serious issues have been observed within these visits.
21. The OPCC also progressed the recruitment exercise to strengthen the number of volunteers available for custody visitation. A total number of twenty-seven applications for the role was received, there are currently fifteen volunteers undergoing vetting checks, should all fifteen volunteers continue to the training stage and successfully pass the training programme, the total cohort of volunteers will be thirty-one which brings the cohort volume in line with other regional and platinum schemes.
22. All scrutiny panels have been mapped and evaluated and the PCC has put in place an enhanced process for independent assurance. The enhanced structure will provide him with additional assurance and scrutiny groups. These are detailed in this Ethics and Transparency Panel Paper later in the agenda.

### Commissioning and Partnership Activity

23. The OPCC are currently working on the mobilisation of the new Victims First contract to start on the 1<sup>st</sup> April 2024 following a recommissioning process.
24. Round three of the Commissioner's Safety Fund opened on the 11/12/2023 with a deadline of the 15/01/2024. During the open window an online bid writing workshop was held (14<sup>th</sup> December) this was recorded and made available for those who were not able to make the session and aimed to support those wanting to apply in how best to complete the application form.
25. This was a targeted grant round, in which the PCC wished to support initiatives that promoted community cohesion in designated localities across LLR. The total funding available was £100,000.
26. The round took an evidence-based approach based the Strategic Needs Assessment carried out by the Violence Reduction Network in 2023. The data highlighted that public-place serious violence involving under 25's was most prevalent in:
  - a. Central Leics – 19.7%
  - b. West Leics – 15.5%
  - c. Charnwood – 12.2%
  - d. East Leics – 12.0%
27. Data also highlighted that the target areas around East Leicester had applied for, and received less OPCC funding, than other areas, therefore requiring a targeted publicity and support offer for those areas.
28. A total of twenty applications were received, six were disqualified for not meeting the eligibility criteria, fourteen were progress to moderation. A total of seven projects were recommended to be funded to the total value of £99,087. Two projects are to be funded in the West Leicester area and five projects are to be funded in the East Leicester area.
29. Community forums and quarterly monitoring requirements will support funded organisations to build an evidence base for sustained funding from larger funders such as Comic Relief and the Big Lottery.
30. Round Three of the People Zones Grant Fund closed on Monday 4th December and saw sixteen applications, totalling approx. £88,500. Of this, eight projects were approved for funding to the value of approx. £44,000.

31. Below are two updates relating to the progress of two key projects across the People Zone areas;

- a. Bell Foundry: After a successful series of meetings with the Public Health team responsible for Timebanking, Time4Leicestershire diverted its next pilot location to Charnwood. Timebanking is a skills exchange, where time acts as currency, enabling people engage in new hobbies, meet like-minded people, get help or support at a time that suits them. It creates new and positive ways for communities to connect, make new friends in their local area, and positively impacts social factors in a safe environment that, when in deficit, can often contribute to crime. The official launch of this was on the 12<sup>th</sup> January 2024.
- b. New Parks: Developments in this area include involvement of representatives of the community steering group in the grants process. The members will engage in the process from evaluating, grading and moderating applications; to assisting in making final grant awardee decisions and supporting new providers with the following steps, such as project mobilisation and monitoring. This ensures that the community are directly taking ownership of new provision in their area, as they will have a clear impact on who is awarded funding and making sure it aligns with the key themes of focus identified in their recent community consultation. The representatives will undertake training on the process by the People Zones team. The ambition is that this will be expanded to the other people zones areas.

32. Crimestoppers Zone were launched across the three People Zones from Monday 15<sup>th</sup> January. During the Force wide Week of Action, on Tuesday 23<sup>rd</sup> January, the team, along with residents & Officers from North West Leicestershire Police carried out a leaflet drop around the hotspot zones. There was another event in New Parks on Friday 26<sup>th</sup> January and in Bell Foundry on 8<sup>th</sup> February.

33. The OPCC has been actively approaching community groups, local authorities and charities to identify potential projects to undertake next. Some examples of the positive work completed by the community payback team include; Bell Foundry mural, Autumn antisocial clean up, Thringstone and Whitwick (community orchard), Fearon Hall (planter project) and New Parks community hub.

34. The hours accredited to projects in partnership with the OPCC totals to a rising 1,717 hours, five completed/ongoing projects and nine potential ones within the People Zones.

35. The People Zones are also currently piloting the rolling out the first Phone 360 VR Headset project around online safety for young people as a prevention tool. An educational toolkit is being developed to compliment the film, where teachers in schools are trained on utilising the provided resources to educate children in online safety, using the VR film as reference. The toolkit spans six sessions which teachers can rollout in their school however they see appropriate.
36. A tender process has just completed to commission an external evaluation process to measure the success of the People Zones project since it's relaunch in 2022.
37. The evaluation process will include analysis of data, a roundtable of community leaders and stakeholders, community surveys, workshops, pop up stands, interviews and focus groups to consult with and listen to people within the People Zone communities to enable us to assess the outcomes of the project, what works and how the project can improve going forward.
38. The OPCC and VRN have just opened recruitment for the fourth cohort of the Community Leadership Programme which is aimed to recruit community leaders/figures across LLR onto the programme, to upskill them and enable them to practice their learning amongst communities across LLR. Some of the learning topics cover: the Public Health approach, Leadership styles, leading in communities, trauma informed approaches and bid-writing and fundraising.
39. Safer Streets Activity continues to be delivered as detailed below:
- a. Project 1 – VAWG – LLR Wide - Recruitment is completed, training partners are sourced, focus groups in place and strategy to be signed off by 26/02/24 to set the delivery plan from 01/04/24. The majority of activity in this funding stream is to be delivered Year 2 (April 24 – March 25).
  - b. Project 2 – ASB – Melton - delivery of both young people interventions is on track and are already being provided. Delivery for both these projects began in December 2023. The physical CCTV and lighting improvements are all on track to be delivered well in advance of the March 2024 deadline as all equipment has been purchased. Leaflets and promotion of the target hardening offer has commenced with local residents and the team are now mobilising for the delivery of the target hardening element of the bid.
  - c. Project 3 – Neighbourhood Crime – Oadby and Wigston progress for this workstream includes a live Crimestoppers campaign targeting winter months and burglary offences and other neighbourhood crime types. As with the target hardening element of project 2, the promotion of the target hardening offer has commenced with local residents and mobilisation is

underway. The re-deployable and fixed cctv elements are being led by the community safety partnership and are all on track to be delivered by March 2024.

40. However, following the Police budget settlement announcement in December 2023, the PCC was advised that the previously awarded bid amount would have a reduction of £180,000 across year two, across all bids. The programme of work has been reprofiled to ensure that activity can still be delivered across the bids and is prioritised to those areas most in need, as such the VAWG bid (project one) has retained the majority of the initial funding. The funding deficit has been split across projects two and three. The OPCC have been working to ensure that solutions that lead to minimal project disruption are in place.

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

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

Your Communities - Your Commissioner

## Police and Crime Panel for Leicester, Leicestershire and Rutland

*12 March 2024*

### *Police and Crime Plan Delivery*

<b>Report Date</b>	21 February 2024
<b>Report Author</b>	Lizzie Starr, Director of Governance and Performance
<b>Security Classification</b>	OFFICIAL

### **Purpose of Report**

1. As set out by the Police and Social Reform 2012 Act, in his role as the Police and Crime Commissioner (PCC), the Commissioner is required to establish a Police and Crime Plan 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 establishing and delivering a Police and Crime Plan.

### **Request of the Panel**

3. In light of their role in scrutinising the actions and decisions of 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 progress made by the PCC in relation to the delivery of his Police and Crime Plan?
  - b. Would the panel like to make any recommendations to the PCC in relation to this matter?

### **Summary**

4. This report focuses on the 11 main themes of the 2021-2024 Police and Crime Plan. Towards the end of this report there are dashboards for each Police and Crime Plan priority detailing progress made on delivering each priority. This report aims to provide a balanced account of delivery to the period ending December 2023. The measure of delivery was decided on following extensive consultation with members of the OPCC, Police and other partners.
5. Whilst the report sets out to outline the collective progress against each of the commitments, it does not contain an exhaustive list of all delivery activity and there are some commitments that are still in the delivery stage. As per the Police and Crime Reform Act, the Police and Crime Plan set by the incumbent PCC, is designed to run until the end of March 2025 to enable a new plan for the new term to be fully researched and consulted on. Therefore, whilst a significant amount of positive progress has been made in relation to the Police and Crime Plan there are areas of the plan that will remain a focus until this date, or until a new plan is in place.
6. The data included in this report comes from a range of different sources including national crime statistics and surveys, Leicestershire Police, partner performance indicators and consultations carried out by the team. There is a mix of quantitative and qualitative measures and evidence presented which enables a more holistic and meaningful report to be presented.



7. Policing is a fast paced and dynamic environment in which priorities change and emerge over time. As such, the main priorities have remained the same, but some of the detail within each of those priorities may have been modified to keep pace with the changing landscape, Force and partner needs.
8. The panel will also see the addition of a supplementary strategic theme below – ‘Trust and Confidence’. This was added by the PCC as an area of focus in Summer 2023 in response to a continued decline in public trust and confidence nationally and within LLR.

## **Background**

### **Police and Crime Plan Overview**

9. To enable the PCC to track impact as well as delivery, a key performance indicator (KPI) was attached to each priority in the Police and Crime Plan. Table one shows the movement in that between the baseline (2020/21 Financial Year) and current (end of 2023). These can be seen in Table One.
10. The dashboards on pages eight to twenty-nine of this report provide a summary of the ambitions within each section of the plan and a qualitative description of delivery. The final column in figure one above and the RAG rating in the dashboards show the confidence level of this work being completed by the end of March 2025 (the end date of the current Police and Crime Plan).

Table One

PCP Theme	Total	Current RAG	KPI				Projected RAG
			Measure	Baseline 2020	Current	Trend	
Visible Policing	10	Green	Number of Special Constables	30	109	▲	100%
			% Police or Council dealing with Crime (CSEW)	51	46	▼	
Urban Policing	10	Yellow	Asset Recovery Incentivisation Scheme Income	866733	505750	▼	100%
			Number of Reported Urban Offences	33,940	35,213	▲	
Rural Policing	17	Green	Number of Reported Rural Offences	15,813	24,793	▲	94%
High Tech Policing	13	Green	Number Electric Vehicles	0	7	▲	92%
			Annual Energy Usage	14,310,294	10,284,362	▼	
N'hood Policing	5	Green	Number of Neighbourhood Officers	161	189	▲	100%
			Number of Front Enquiry Offices	17	24	▲	
Community Policing	13	Yellow	101 Call Performance	78	53	▼	92%
			Number N'hood Alert Users	Data not Available	95,550	‡	
Protecting Business	11	Yellow	Number of Reported Shoplifting Offences	3,089	5,331	▲	100%
			Percentage Positive Outcomes in Relation to Shoplifting	20	21	▲	
Curbing Violent Crime	13	Green	Number SV Offences	28,344	27,179	▼	100%
			Number Hospital Admissions	186	164	▼	
Victims of Crime	13	Yellow	Victim Satisfaction	85	79	▼	100%
			Percentage Compliance with VCOP	30	86	▲	
Partnerships	17	Yellow	Percentage Police File Quality Compliance	29%	61%	▲	100%
			Percentage Positive Outcome Rates for RASSO/DA	11%	13%	▲	
Trust and Confidence	9	Red	Public Confidence Level (CSEW)	56	59	▲	100%
			Complaints into Force	0	1,143	‡	

11. Most measures have seen positive movement.

- a. The number of special constables has increased by almost eighty.
- b. Reporting of rural offences has increased providing quantitative data reinforcing the qualitative data the PCC is hearing that people are finding it easier to report.
- c. The number of electric vehicles in the force has increased and the amount of electricity the force has used is decreasing.
- d. The number of Neighbourhood Officers has increased by over 17% and there have been seven new front enquiry desks.
- e. Although there is no baseline the number of Neighbourhood Alert subscribers is constantly increasing.
- f. We have seen an increase in the number of shoplifting offences being properly reported, again reinforcing the qualitative data the DPCC is hearing that people are finding it easier to report.
- g. There has also been a slight increase in the positive outcome rates surrounding shoplifting.
- h. The number of hospital admissions in relation to serious violence has fallen, reinforcing the recognition of work in this area by the APCC.
- i. Compliance with VCOP and File Quality have both increased significantly, which is great news for victims.
- j. Linked to that we are now starting to see the benefit of that feed through to increased levels of positive outcomes for RASSO/DA
- k. Finally, we are starting to see the indicators for public confidence rise as we are able to tell people about the work taking place, it's impact, increasing visibility and the Force starts to deliver on its Pledge.

12. Force Complaints are showing as unmeasurable this is due to data being unavailable for the baseline time period. The PCC monitors complaints through his Ethics and Transparency Panel.

13. Few measures have seen adverse movement.

- a. Asset Recovery Incentivisation Scheme income – the volume of income generated from this stream is variable year on year due to external factors, such as court processing time and total amount of assets available.
- b. Number of Urban offences – this KPI depicts the total volume of crime recorded within the City CSPs area, being the most urban population in the force area. The recorded crime figures show a 4% increase when compared to the financial year preceding the PCCs term. However, when compared to the pre-pandemic annual volumes it can be said that there has been an 18% reduction in these offences.
- c. 101 Call performance – 101 call has seen a decline in performance, as performance around the emergency line is protected. Over the financial year there has been an increase in 999 call demand, which has impacted 101

answering performance. There is currently work underway in the force to manage this including making use of the most appropriate agency and directing queries to the alternative sources where answers may be sought. The PCC regularly reviews and maintains an oversight of performance in this area and is expecting a report to be brought to the next CGB meeting.

- d. Victim Satisfaction – victim satisfaction has fallen by six percent when comparing the baseline to the most recent data, this continues to be a force priority and the positive increase in the victim's code of compliance (VCOP) should start impacting positively on this metric.

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## Visible Policing

**Strategic Objective:** Make officers and staff more visible in order to actively deter criminals, prevent crime and provide more reassurance to residents.

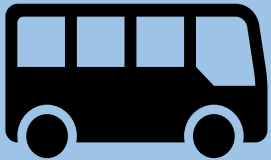
Current RAG

Green

Aim	Activity To Date
Work with the Chief Constable to continually review where resources are placed across the Force to ensure effectiveness and sustainability	This has been a challenging period of police finances during which the PCC has lobbied the Government for a fairer deal for LLR. The PCC and the Chief Constable have worked throughout the budget setting processes for the 2022/23, 2023/24 and 2024/25 financial years, the output of these conversations have been reported to Police and Crime Panel throughout the term.
Move towards Rutland having a Local Policing Unit in its own right	Since 2021 policing in Rutland have been significantly strengthened. There has been a reinstatement of the Rutland front enquiry office (FEO) and an additional FEO opened in Uppingham that enables the community to make an appointment to see a member of the Force.
Ensure budget information for the Force and OPCC can be seen on the website	The Force and OPCC budgets are now all accessible on the Police and Crime Commissioners Websites and through the Police and Crime Panel papers. Furthermore, detailed breakdowns of these reports can be found in the annually published statement of accounts.
Create a larger Force of Special Constables	The PCC sees the value that specials have provided and has supported the Force to increase their numbers during his term. The number of special constables has increased by over 200% when compared to the baseline financial year of 2020/21 (33 specials compared to 102).
Support the Chief Constable in the development of effective policies on stop and search	The PCC has ensured transparency in this area having commissioned his Ethics and Transparency Panel, under an enhanced scrutiny structure, to look at a number of areas including reviews of Stop and Search, Use of Force and Spit Guard Policies.
Conduct and examination and review of the police estate	The PCC has conducted a full review of the police estate to ensure buildings and the working environment are more accessible to local people, reflecting a modern style of policing and supporting a culture of openness, transparency and value for money. As such a new 5-year estates strategy was developed by the Force in March 2023. Changes resulting from the policy such as the Victorian style police lights have already begun to be delivered.

<p>Improve communication and engagement with the public</p>	<p>In line with the objective to improve engagement and communication between the public in LLR and the police, the force has developed a new Trust and Confidence strategy and is currently delivering the new 'pledge' to the public. The PCC has been consulted on the Trust and Confidence strategy and provided feedback gathered from his own public consultations to shape and develop the strategy, the strategy was discussed and signed off at the Corporate Governance Board (CGB) on the 17<sup>th</sup> July and 25<sup>th</sup> September 2023. The names of local officers and teams is now accessible on the Force website alongside the priorities for the local areas.</p>
<p>Ensure there is a link between each school and the Force and increase the reach of the police towards primary school age children</p>	<p>A Children and Young person's strategy was delivered through CGB, which sets out the service standard for officer engagement in schools to enhance engagement with the Police. This was discussed and agreed at the CGB meeting in July 2022 and has subsequently been presented to the Police and Crime Panel.</p> <p>Whilst the Children's and Young Person's Strategy focuses on the service standard for officer engagement with young people, as per the Police and Crime Plan, the PCC wanted to maintain a specific focus on the engagement with children of primary school age. With that in mind the PCC funded a pilot of the mini police project. The scheme was part of the National Volunteer Police Cadets (NVPC) programme and delivered to young people in Year 5 to build their confidence and trust in the work of the Police and develop their sense of social justice and moral responsibility. The scheme is just coming to the end of the pilot phase.</p> <p>The PCC also funded the purchase and pilot of the First Phone 360 VR Headsets project around online safety for young people as a prevention tool. The OPCC has also developed an additional educational toolkit to compliment the film where teachers in schools are trained on utilising the provided resources to educate children in online safety, using the VR film as reference. The toolkit spans 6 sessions which teachers can rollout in their school however they see appropriate. The pilot has thus far been limited to 3 schools in the People zones area with over 200 students already being reached however the longer-term ambition is that the trial enables the collation of best practice to enable relationships to be built with other interested primary schools across LLR.</p>

## Urban Policing



**Strategic Objective:** Ensure resources are aligned to the highest threat, harm and risks we face so that we have a streamlined and efficient response to the increasing demands.

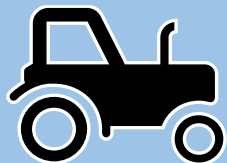
Current RAG **Amber**

Aim	Activity
Lobby His Majesty's Government for tougher sentences for people who carry or use knives	The PCC regularly attends meetings in London where he speaks to officials about a variety of topics. He will almost always take the opportunity to raise the impact of violent crime on victims and what the system could be doing better to protect them.
Work with the Chief Constable to further develop a night-time economy strategy that drives down violence and makes our streets and premises a safe place to be	<p>The PCC has provided significant funding into technology and training to ensure night-time staff have the equipment and knowledge to act to save lives. This includes £20k of funding to deliver first-aid training to staff working in the night-time economy in Leicester; metal detectors to help remove dangerous weapons from the streets, additional CCTV, town centre radios and online bystander training to help bar and door staff safely intervene in the presence of risk. The PCC has also funded an expansion of the Street Doctors initiative which sees young people equipped with the skills they need to become 'street doctors' at the scene of a violent attack.</p> <p>The PCC and VRN jointly commissioned a bystander campaign, You're Right, That's Wrong (YRTW) to target misogynistic behaviour against women and will encourage men to become active bystanders by calling out negative attitudes and intolerable behaviour. The campaign featured on social media, viewed over 3.2million times and also in and outside of bars, pubs and clubs across Leicester city centre. Directly linking to the Police and Crime Plan, the campaign also targeted public transport and was displayed across train stations and public transport hotspots. More than 19,000 visits were made to the campaigns dedicated website - <a href="http://www.thatswrong.co.uk">www.thatswrong.co.uk</a></p> <p>A new behaviour change campaign has been created called "Walk Away" which aims to promote the positive actions the public can take to avoid confrontation and prevent unnecessary deaths and injuries by assault. The campaign aims to influence potential offenders by encouraging them to exercise self-control and to walk away from heated situations before they escalate. "Walk Away" made such an impact in the first few weeks that it was adopted by forces around the UK in a bid to reduce violence over the 2023 festive season.</p>

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Ensure the names of the dedicated neighbourhood officers are publicised and known to businesses and residents within the city centre and surrounding areas	The Force have developed it local policing pages available through the Leicestershire Police website, this includes local officer names and the current policing priorities for that locality.
Ensure that proceeds of crime-seizures and money will be reinvested into the investigation and prevention of a wide variety of offences.	The Proceeds of Crime (POCA) strategy was discussed and agreed through the CGB on the 21 <sup>st</sup> June 2023 with an enhanced amount being reinvested into visible policing. The POCA money is reinvested and used to tackling crimes that cause most harm, helping make the communities feel safer. The money from the most recent recoveries has been used to support a domestic abuse perpetrator rehabilitation programme and also fund two new police cars, which are now clearly marked as being funded from money recovered from criminals.
Maximise existing online reporting capability to ensure a more efficient and cost-effective way to manage crime	The PCC has been supportive of the Force's communication strategies promoting the different ways that the public can get in contact with the Force.
Continue to be fully engaged in the licensing process for licensed premises with a view to reducing alcohol related offending	Work in progress through to March 2025
Work with partners to reduce crime and the fear of crime on our public transport systems	Work in progress through to March 2025
Support the work the Chief Constable is doing to reduce the scourge of drug misuse, the trafficking of drugs into our city and the combatting of the county lines network.	The Force has maintained a strong focus on organised crime, including county lines and as such received the highest ranking following a HMICFRS inspection in relation to tackling serious and organised crime in March 2023. The report highlighted the integrated approach to effectively manage serious crime along with working with partners to prevent people being drawn into organised crime.
Maximise the effectiveness of our joint intelligence so that we are able to target the most serious and prolific offenders	Work in progress through to March 2025
Maintain a strong focus upon those criminals who are engaged in the illegal supply and distribution of drugs through County Lines	The PCC has been supportive and engaged in the County Lines Intensification Weeks run by the Force each year. Work on this will be continued through to March 2025



## Rural Policing

Strategic Objective: Put in place a Rural Policing Plan and ensure that resources are available to tackle the crimes that affect our countryside.

Current RAG

Green

Ensure the Force is structured to provide an outstanding response in Leicestershire and Rutland to rural criminality and wildlife crime.

In July 2022 an enhanced rural crime team structure was launched, this consists of an enhanced central coordination role that will have overview of trends, patterns taking place across LLR. The Rural Crime Team is now embedded within those Neighbourhood Policing areas defined as rural, with at least one PC working out of each Rural NPA. A clear remit has been introduced with these posts and the PCs work with the NPAs to look at crime trends and reports, analyse threats and take demand away from the NPA.

Update the reporting system to include specific rural concerns such as hare coursing, unlicensed fishing, fly grazing, trespass, livestock worrying, livestock butchery etc

Reported rural crime is up by 23% since the baseline year, suggesting that there is an increased confidence to report Rural offences and that new practices, such as the development of a QR code have made it easier and more accessible for the rural community to report offences. The reporting system has been upgraded to including rural concerns and the use of the rural flag supports intelligence building a new app has also been developed to support all frontline officers. This ease of reporting has been confirmed through PCC conversations with residents and businesses.

Work proactively and visibly in partnership with parish councils, neighbourhood watch groups, community speed watch and volunteers to enhance and formalise our approach to crime prevention

Quarterly partnership meetings which involve representatives from the CSPs, NPAs, Countryside alliance, wildlife trust and the NFU. The PCC or a representative also regularly attends these meetings. The PCC also takes part in engagement activities in rural areas to ensure the views of rural communities are captured. The OPCC has also launched a parish council liaison scheme to increase engagement with parish councillors in the rural communities.

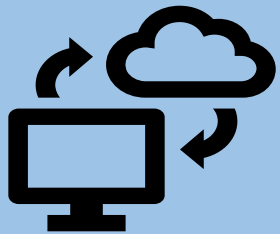
Look at the Mounted Volunteers Scheme and develop other innovative ways to mobilise our rural communities in the fight against crime.

In October 2023, the PCC launched the Volunteers on Horseback scheme with Leicestershire police. This includes 20 volunteers working with the Rural Policing team to support them in tackling rural crime.

Work with Leicestershire and Rutland County Councils to protect homes and businesses across the county.

Ongoing work in this workstream is the coordination and delivery of providing target hardening products to homeowners as part of the safer streets fund, which was successfully awarded in October 2023.

<p>Ensure that police officers, staff and volunteers to work seamlessly together; increase the number of watch schemes. Champion volunteering schemes in Leicestershire and Rutland and seek to increase the community contribution by 25%.</p> <p>Champion Community Speed Watch initiatives in Leicestershire and Rutland by investing in equipment and training.</p>	<p>The PCC has funded a Neighbourhood Watch Development Manager working through National Neighbourhood watch to revitalise the neighbourhood watch schemes across LLR. The post holder commenced the post on the 9<sup>th</sup> October 2023 and has undertaken a variety of scoping work thus far, the post also enables a clear line of communication between the recently formed, Leicestershire Neighbourhood watch association. A survey of perception of Neighbourhood watch (NHW) from neighbourhood police officers was conducted to enable the relationships and awareness within the force to be best developed. A total of 37 officers engaged in the survey, across a variety of ranks within neighbourhood policing. The Neighbourhood Watch Development Manager is now working on a training/educational package to be included in initial training for neighbourhood officers and a resource pack for existing or more experienced officers.</p>
<p>Ensure 101 call handlers are fully trained so they properly understand the impact of rural crime.</p>	<p>Enhanced training has been provided to all call handlers and staff within the call bureau on rural, wildlife and heritage crime by the Rural Crime team. This training has now been incorporated into BAU and will continue to be provided to new staff entering the control room. The last training was delivered on the 24<sup>th</sup> October 2023.</p>
<p>Ensure policing have appropriate resources in the counties such 4x4 vehicles across the Leicestershire and Rutland policing areas</p>	<p>The Force has invested in clearly identifiable 4x4 vehicles which have been allocated to rural areas. Funds have also been made available by the PCC to offer off road training to officers in the rural crime team.</p>
<p>Develop a set of minimum standards for service delivery in all areas of the Force to include standards specific to rural areas.</p>	<p>Work in progress through to March 2025</p>
<p>Work with stakeholders in the community create a formal mechanism for meaningful dialogue to meet rural community needs and expectations.</p>	<p>The PCC launched a parish council liaison scheme in January 2024 with an ambition to introduce a new communication channel for parish councillors. The scheme is being led by the DPCC and consists of weekly surgeries where parish councillors are invited to attend and discuss issues with the DPCC.</p>
<p>Refresh and develop an estates strategy which will increase the police footprint in Leicestershire and Rutland.</p>	<p>A full review of the estate's strategy was undertaken in conjunction with the PCC and OPCC. A new 5-year strategy was produced in March 2023. There is a much stronger force of police in Rutland, and there has been a reinstatement of the Rutland FEO and an additional FEO in Uppingham.</p>
<p>Develop a mobile technology strategy that will enhance the visibility of officers and staff in rural areas</p>	<p>Work in progress through to March 2025</p>



## High Tech Policing

Strategic Objective: unlock the potential of the Force through technology; improve the Force response to crime and anti-social behaviour and enable them to target the most serious and prolific offenders. Communities will be safer and the environment cleaner.

Current RAG

Green

Undertake an urgent review of the police vehicle procurement policy to see if it is possible to purchase replacements that are more environmentally friendly than the current vehicles

The PCC supported the fleet strategy proposed by the Chief Constable at the corporate governance board on 19<sup>th</sup> April 2023. Since the start of the Police and Crime Plan 7 electric vehicles have been introduced to the fleet, 2 further vehicles are due to be arriving in 2024 also this includes a general response electric van. The force is also working through the process of introducing a wider charging network across the force estate. Although positive progress has been made in relation to the introduction of electric vehicles there are currently no viable alternatives for the high-powered response vehicles which is the biggest contributor in relation to the carbon footprint of the police fleet.

Develop a strategy to increase the number of electric and hydrogen police vehicles so they are able to be deployed as soon as realistically possible.

Work in progress through to March 2025

Work with partners to explore opportunities for better communication for the benefit of our local communities

The OPCC and VRN support a variety of partners in relation to sharing data analysis and insights, for example the production of CSP (community safety partnerships) data packs to support the CSP's in their work. The VRN have also developed a multiagency data sharing agreement to enable the production and sharing of a serious violence dashboard.

Review the police estate to ascertain the potential to install solar panels on police buildings to reduce the police carbon footprint.

There are currently solar panels on Loughborough, Oakham and Hinckley Road police stations. The Commissioner approved the positioning of solar panels on the field at the bottom of the FHQ site - an array of 1042m<sup>2</sup> producing 108,800 kWh per year has been designed, this project is underway. The total energy usage by the force has reduced significantly (-28%) when compared to the baseline.

Reduce unnecessary travelling by changing the culture of how we do our business, taking the learnings of the global pandemic to communicate through technology.	The PCC has supported the Chief Constables proposals for investment in better digital and technological facilities. Since the pandemic the Force has invested in Microsoft 365 / Teams which holds a large proportion of the daily meetings. This alone has saved unnecessary travel.
Enhance performance by ensuring technology enabled information, data and intelligence available to all.	Work in progress through to March 2025
Work towards ensuring the Force has the most modern technology to prevent such crimes as cybercrime and online child abuse; and to support the reduction of online bullying and anti-social behaviour.	The force now has the capability and competence to respond, on scene, to live and recent cyber-attacks utilising our own created incident response toolkits. These provide the technical ability to triage devices on scene, analyse and understand what has occurred and give live advice to victims. The force can now complete digital forensics on scene and have the technology to identify, trace and confiscate crypto assets. This can all be scaled from individual home victims to large business networks.
Work closely with other government agencies, such as the Border Force and the National Crime Agency to tackle the rise of vehicle and livestock theft and smuggling	There is a national SOC strategy set by the NCA which is shared with Leicestershire Police and links in their own SOC priorities. There is an NCA deputy regional organised crime coordinator who directly links into the FIB (force intelligence bureau) Superintendent offering monthly updates on any crime or operation which relates to the LLR force area.
Tasers will be available for every officer who wants to carry one and who has successfully completed the necessary training.	The use of taser was discussed at CGB and the PCC supported more officers being able to access tasers, as a result, the Force has uplifted the Taser training and is aiming to have a taser trained officers within each and every double crewed vehicle, providing better protection for both the public and officers. The Commissioner has also committed to equipping all specials who are willing and able to do so to undergo training and carry tasers.
Conduct a review of the technology being used in the Force to ensure the Force is equipped to be as high-tech and innovative as possible.	Initial results from the video interactive system being piloted by the force are positive with the team managing 9.8% more incidents than anticipated and 99% of victims stating they would opt for virtual appointments again – specific feedback included; victims stated having virtual meetings eased anxiety knowing statements could be made from comfort of own home, not having a visiting police vehicle outside victims home eased anxiety, victim stated they felt heard and all questions answered, victims feel calm and supported.
Seek improvements in the use of mobile technology, data and digital solutions to improve the way the Force responds to modern-day demands.	The force has invested in Goodsam which is a video interactive system trailed under the DART team. The focus of the system is to provide an efficient response to investigations whilst maintaining victim satisfaction – however it does not require travel and allows for officers to assist more victims.



## Neighbourhood Policing

**Strategic Objective: Develop a policing strategy that reflects the dynamics, demographics and environment of the local area.**

Current RAG **Green**

<p>Work with the Chief Constable to increase the status of local neighbourhood officers in Leicester, Leicestershire and Rutland.</p>	<p>The PCC supported the Chief Constables Neighbourhood Policing Strategy presented in 2022. He now regularly asks for updates on the progression of this strategy to come forward to Corporate Governance Board so that he has the opportunity to hold the Chief to account for its delivery.</p>
<p>Encourage neighbourhood officers to stay in their local communities for at least two years.</p>	<p>The Commissioner and Chief Constable continue to encourage neighbourhood officers stay in their local communities for at least two years to be able to capitalise on their local knowledge and reliable relationships with stakeholders and the public. The latest data suggests that as at the end of Jan 2023, 74% of Constables in Neighbourhood policing have been within NHP for at least 2 years and over 60% of Sgts have been in neighbourhood policing over 2 years.</p>
<p>Improve the training of local officers and staff, ensure they have the correct skills and a sense of belonging to the local communities.</p>	<p>Since the commencement of the Police and Crime Plan the training of officers has moved from a regional model to a local model. As such the Force created and launched 'Team Academy' and the 'Digital Academy' which provide face to face and digital access to learning 24/7 respectively. The Team and Digital academies have received national recognition and have been highlighted for their innovative and forward-thinking approach. The academy received an accreditation from the College of Policing.</p>
<p>Develop a strategy and delivery plan for neighbourhood policing so there is an operational plan for each of the areas across the Force</p>	<p>The Neighbourhood Policing Strategy has been revised to reflect both the Police and Crime Plan 2021-2024 and the force Confidence, Trust and Satisfaction Strategy. In addition, it also introduces a published "service offer" for the public. As Neighbourhood policing is at the heart of building public trust, confidence and satisfaction, the new overarching strategy has also been incorporated within the pledge. The Commissioner supported the development of this refreshed document by providing feedback and the final document was endorsed at the Corporate Governance Board in November 2022.</p>
<p>Ensure that all residents in LLR will be treated professionally and fairly in line with their needs. Deliver quality-of-service surveys.</p>	<p>In summer 2023, the PCC commissioned an independent large-scale public survey to gain the views of residents across LLR to understand the expectations and views of policing across LLR.</p>



## Community Policing

**Strategic Objective: Increase confidence and provide reassurance to our communities through effective communications and engagement with our public.**

Current RAG

Amber

Aim	Activity to Date
<p>Assist the Chief Constable to look at communications across the Force so that improvements can be made and develop a communication strategy to reach out more effectively to the public.</p> <p>Work with the Chief Constable to harness the support of local people, including through better use of social media to support the police</p>	<p>The Force now has a comprehensive communications team that work to engage with the public. Activity is communicated through all major social media channels.</p> <p>The PCC has been challenging around the surveying of public, which the Force now carry out regularly via Neighbourhood Link feeding important feedback from communities through to Neighbourhood Offices.</p> <p>The new Pledge to communities establishes a consistent way that the Neighbourhood Teams will engage with their local population via their websites and face to face.</p>
<p>Ensure that there is regular reporting to City and County Councillors and other accountable community groups by local officers</p>	<p>The Commissioner has communicated with MPs, County and City councillors and parish councillors through the community days or surgeries held across the city and two counties.</p>
<p>Support and protect our ecology and local wildlife by developing our approach to police estate management</p>	<p>Work in progress through to March 2025</p>
<p>Work with partners and other youth engagement agencies to help divert young people away from a life of crime</p>	<p>The PCC and VRN delivered a £200k diversionary grants round with the aims of preventing ASB and violence affecting young people. The money was used to empower 12 grassroot community groups in communities most affected by violence across LLR to deliver diversionary activities to children and young people. In addition to this the PCC has awarded more than £390k of grants in 12 months as part of the Community Safety Fund to a number of community groups to deliver diversionary activities with the aims of preventing and reducing violence and crime.</p>

<p>Work with the Chief Constable to review access to the police to ensure it is as easy and seamless as possible for the public</p> <p>Ensure that 101 calls and other services are accessible and fit for service.</p>	<p>Over the course of this term the PCC has ensured that Neighbourhood Officers are well signed and visible to members of the public that would like to visit. He has also supported the Chief with additional resource in the CMD for those members of the public getting in contact via telephone.</p>
<p>Be one of the most accessible PCCs so that communities can hold me to account and influence the policing approach.</p>	<p>The Commissioner has continued to undertake a wide range of community engagement activity since May 2021 which have included; weekly Community Thursdays and visits to commissioned services. More recently over the past year the Commissioner and Chief Constable have been offering public meetings to enable members of the public an opportunity to provide their views and raise any concerns regarding crime and policing they may have.</p>
<p>Ensure that there is a regular bulletin for distribution to councillors, community groups and others</p>	<p>The Commissioner produced regular newsletters for the City, County and Rutland on the activity of the PCC and his office.</p>
<p>The police and OPCC will work to ensure free and fair elections as these are essential to the proper functioning of our democratic society</p>	<p>Protecting the legitimacy of elections was a key ambition of the Police and Crime Plan and as such the PCC requested a report to the CGB on how the force policing elections to ensure a free and fair process. The report was discussed in May 2022, just prior to the local elections. The PCC was kept regularly updated following the local elections during his 121s with the chief constable.</p>
<p>Work with the Chief Constable to develop a strategy and delivery plan for neighbourhood policing and find a way for neighbourhood officers to be able to capitalise on their local knowledge and reliable relationships with stakeholders and the public</p>	<p>The PCC supported the Chief Constables Neighbourhood Policing Strategy presented in 2022. He now regularly asks for updates on the progression of this strategy to come forward to Corporate Governance Board so that he has the opportunity to hold the Chief to account for its delivery.</p>
<p>Equip our police officers with uniforms that are instantly recognisable to the public and practical for sustained use in all circumstances</p>	<p>The PCC has enabled the Chief to invest in new equipment for Officers, staff and special constables, including the reintroduction of formal headwear for Police officers. Most recently the Force were equipped with new protective vests.</p>





## Protecting Business

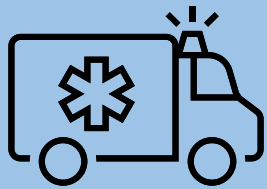
Strategic Objective: Ensure that local businesses have the support they need to protect themselves from crime and that they have confidence that the Force is taking action.

Current RAG **Amber**

Aim	Activity to Date
Work with the Chief Constable to develop a role of dedicated business crime leads to build better relationships with business for each area of the Force	The Force now have established business crime leads. Recognising the importance of this are of work the PCC has instructed the DPCC to lead a working party responsible for liaising with businesses and putting initiatives in place to help them protect themselves, prevent business crime and enable better reporting.
Develop a dialogue with businesses to ensure they are engaged in identifying and resolving local problems. Develop stronger business relationships to work more effectively together with the police to tackle online cyber and traditional crimes	The DPCC has developed an approach of regular engagement that has enabled the sector to regularly feedback their thoughts to us and share best practice through a series of roundtables. Ongoing work under this workstream includes, an expansion of the previously successfully implemented DISC system across other CSP areas. The OPCC are currently working on targeted prevention work in the forms of a digital and print material and also a personalised prevention offer to high-risk businesses.
Assist the Chief Constable to develop a problem-solving approach to business crime to reduce crime in high demand areas	The Commissioner has funded Operation Repeat which is a door-step fraud awareness project with the principal aim of identifying and training key local Health and care professionals to provide fraud awareness messaging to members of their local communities who are vulnerable to fraud. Op Repeat is a project developed by an ex-crime prevention officer and has been funded and adopted in Lincolnshire, North Wales and Northamptonshire where the OPCC has agreed to extend funding the project for a second year. The project has now trained over 2500 health and care professionals in each area which have provided fraud protect advice to vulnerable members of their communities. The project is based on delivering messages on train the trainer basis with the intention that those that are trained will spread the messaging and provide advice, guidance to the people they come in contact with. The project utilises local private and public sector organisations represented locally to deliver guidance and advice thus reducing the impact on policing.
Ensure staff are trained and developed enable them to safely intervene, challenge and prevent crime from happening	The PCC was fully supportive of the establishment of the new 'Team Academy'. This establishment now provides best practice training for Officer and Staff that work across LLR. As described previously the Team and Digital academies have received national recognition and have been highlighted for their innovative and forward-thinking approach.

<p>Improve channels of communication for the reporting of business crime and intelligence and improve online reporting capability to create a more efficient and cost-effective way to manage crime</p>	<p>The PCC has promoted the reporting of retain crime to ensure that the Force have a fuller picture of the problem. As a result, the number of offences reported has increased. Through the DPCC there has been engagement activity to enable businesses to speak directly to the OPCC, qualitative information from these sessions feedback that the online system is helping businesses report more effectively at a time that suits them.</p>
<p>Support the Chief Constable to develop a cadre of specialist business cybercrime officers to help educate and protect businesses</p>	<p>Leicestershire Cyber-crime unit have recruited a Cyber Crime officer, trained to an industry recognised standard, who delivers education and protect advice to business, and works closely with the EMSOU Regional Cyber Crime Unit Protect team. As many fraud offences are often cyber enabled the work is done in partnership with the force's fraud vulnerability officer to enable protection advice from a cyber fraud perspective to be provided simultaneously.</p> <p>The force now both educates using standardised presentations and documents, providing cyber security risk assessments and interactive cyber escape rooms. A programme has begun that provides individual advice is also provided to victims of cyber-crime (including businesses) to help them understand how they were attacked and how to protect against it happening again.</p>
<p>Continue to provide foot patrols in high-footfall retail areas to deter retail crime</p>	<p>Neighbourhood teams now hold the responsibility for high footfall retail areas such as Leicester city, Hinckley and Loughborough, and as such can use their local knowledge to patrol areas they know there is an issue. Many have adopted a foot patrol approach to visibility. The Neighbourhood team allocate retail leads gaining a direct link to the large and small businesses in that area. They attend retail forums keeping close links between the businesses and police.</p>
<p>Identify national best practice or innovation from other forces to drive down crime, particularly related to organised theft of heavy farm or manufacturing equipment</p>	<p>Through horizon scanning the force receive information from the National Business Crime Centre which provides monthly updates on best practice and activity. There are national business crime intensification weeks organised. The National Business Crime centre, complete national surveys to provide data to forces, including a retail and acquisitive crime overview. Freight crime is also covered separately due to a nationally identified trend.</p>

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## Curbing Violent Crime

Strategic Objective: Create greater coherence and help develop a longer-term strategy to reduce violence and enable our collective efforts to protect people from harm.

Current RAG

Green

Aim

Activity to Date

Work with partners to share data about the extent, nature and causes of violence so that the right interventions can be deployed at the right time and in the right place and reach those most at risk

Under the PCC the VRN has developed a Serious Violence Dashboard which draws upon a range of multi-agency data and is accessible to CSPs and statutory duty holders to inform their response to serious violence. The VRN also produces an annual strategic needs assessment which provides a comprehensive assessment of the extent and nature of serious violence and looks to increase understanding of the types, distribution and extent of serious violence in the local area and to help local partners to identify the people and groups who are most vulnerable to being or becoming victims or perpetrators of violence and should be used to inform strategic planning including resource allocation. In addition to the SNA, the VRN also provides tailored support to the partners by providing regular, accessible reports and presentations

Ensure interventions reach young people already affected by violence in the places they are most likely to accept support.

Ensure that those at risk of a life of crime can be identified so that intervention and rehabilitation services are effectively commissioned.

Work with the Chief Constable to identify those offenders who present the highest risk and act robustly to reduce their offending

The VRN have invested in a number of evidence-informed interventions that reach children and young people affected by violence in reachable spaces. Currently, this includes: The Phoenix Programme (a Focused Deterrence programme reaching young people and adults involved in violence and providing support), The Reach Programme (reaching children at risk of exclusion in schools across LLR and providing a tailored package of support), Violence Intervention Project (reaching young people in A&E and in custody and providing support), Mentors in Violence Prevention (a peer-led leadership and bystander programme in primary and secondary schools across LLR) and two specialist providers including Sports and Education, Training and Employment. The VRN have held events for young people in the community including Hope Hack events that empower young people to lead on the solutions to violence prevention. In year one (January 2023-December 2023), 12 community groups reached over 800 children and young people, providing them with diversionary activities. The Phoenix Programme has engaged with 56 identified local individuals to February 2024. The engagement has been a mixture between providing bespoke support and disruption and enforcement. The number of individuals continues to increase as the delivery team are reviewing and allocating cases through a multi-agency process.

<p>Work in partnership with all other agencies and communities to maximise the opportunities to reduce crime and anti-social behaviour.</p> <p>Support the partnership investment in community responses to preventing and reducing serious violence</p>	<p>The Commissioner commissioned a review of the way in which CSPs received funding from the PCC's office in 2021. An updated, transparent framework was agreed and proposed to the Police and Crime Panel, to re-evaluate the funding distribution across the CSPs. It encompasses changes in crime data, crime types and population change and promises a system that ensures value for money by being needs based. The new framework follows a grants-based approach where partners will be asked to complete an application outlining how their defined allocations will be spent and how this activity links to the Police and Crime Plan. The new funding proposal took effect from April 2023 and is currently undergoing through an evaluation to understand the impact of the change to the structure.</p>
<p>Committed to developing a sustainable strategy for the reduction of crime and anti-social behaviour through CSPs</p>	<p>In Summer 2022 the Commissioner and OPCC supported two CSPs in successfully bidding for two Safer Streets grants to tackle acquisitive crime and anti-social behaviour. Blaby District Council was awarded £67,000 and Charnwood Borough Council was awarded £149,200. In Summer 2023, the Commissioner and OPCC was successful in bidding for approx. £960,606.34 safer streets grants (5) across three focus areas; ASB, Neighbourhood Crime and VAWG. The ASB bid focussed on Melton CSP area and was for a total of £313,967. The Neighbourhood crime bid focussed on peaks in burglary offences in Oadby and Wigston to a total of £331,055 and the VAWG bid will be focussed across LLR to a total amount of £315,568.</p>
<p>Work with partners to provide support with the development and implementation of strategies as well as monitoring the effectiveness of them.</p>	<p>The funding for Safer Streets (5) has been awarded for VAWG, with the newly recruited VAWG coordinator starting employment on 13th March 2024. This work will focus on coproducing with young people to create a set of resources and bystander training which will be delivered to leads within our communities. The local organisations are then equipped to share the messages and training with the young people that access their services or centres. There is a behavioural change campaign which will underpin all of the work in the communities and increase the reach and impact further. The VRN also commission the Violence Intervention project which provides support to young people who attend A&amp;E at the LRI, to aid recovery and address pressing issues such as safety and wellbeing. The OPCC has recently identified two safeguarding leads and developed a safeguarding policy.</p>
<p>Advocate strong evidence-based policing based upon what works, academia and national best practice</p>	<p>Members of the office attend regular APCC meetings and working groups to receive presentations on best practice and have access to the notable practice hub. The office are currently members on 9 working groups and also receive one of briefings for particular topics of national interest.</p>

<p>Support the Chief Constable to ensure the Force is able to identify victims and those at risk of victimisation to develop safeguarding strategies</p>	<p>Through his support for the relevant sections of the Force Transformation programme there has been the establishment of a number of key delivery plans. An ACC lead strand around vulnerability is currently being mobilised by the Chief Constable that concentrates on activity aimed at those most at risk in society.</p>
<p>Work with the Chief Constable and other stakeholders to support the victim's experience through the criminal justice system</p>	<p>The VRN and OPCC supported the CSPs in assessing their readiness for implementation of the Serious Violence Duty. Our partnership is in a strong position to deliver on the Serious Violence Duty due to our collective involvement in and commitment to the VRN and the progress made to date. This was highlighted by the recent Joint Readiness Assessment (2023) conducted by Crest Advisory on behalf of the Home Office which found that we are 'Mature, Demonstrating Best Practice' in relation to the core requirements of the Duty. The local VRN network hosted the first research and evaluation conference for other VRUs across the country sharing learning on effective approaches to understanding the local problem, delivering evidence-informed approaches and evaluating effectiveness.</p>



## Victims of Crime

Strategic Objective: Ensure the most serious offenders are targeted so that they have a very real fear of being caught for their crimes

Current RAG **Amber**

Aim	Activity to Date
<p>Commission victim's services to ensure victims of crime are provided with exemplary support at a time of crisis</p>	<p>The PCC has awarded a new £2.5m contract to provide enhanced support to victims of crime across Leicester, Leicestershire and Rutland. The new contract, awarded to Catch22, includes a host of new and improved services to help victims, including children and young people, recover from their experience. working with the Force as the first line of support following a crime taking place. The PCC commissions other specialist services separately for which victims will be referred or signposted, if appropriate, upon initial contact with Victim First. Launching from April 2024, the new service will run until March 2027 and will benefit more than 70,000 victims and witnesses of crime and anti-social behaviour (ASB) every year.</p>
<p>Work with the Chief Constable to ensure the Force culture and service delivery results in a victim-centred approach</p>	<p>The OPCC secured an additional £438,000 from the Ministry of Justice (MoJ) to provide victims of domestic violence across Leicester, Leicestershire and Rutland enhanced support to reduce their risk of harm by developing the number of Independent Domestic Violence Advisors (IDVAs) operating across the force area. IDVAs work closely with domestic abuse victims who are at high risk of harm from intimate partners, ex-partners or family members to protect their safety and the safety of their children. Serving as a victim's primary contact, IDVAs normally work with victims from the point of crisis to assess the level of risk they face and discuss the range of options available. They also develop safety plans designed to address their immediate and long-term safety. The government ringfenced funding in 2021/22 for 700 additional IDVAs and a further 200 in 2022/23. PCCs are accountable for the delivery of these roles in their communities and are required to commission partners to run these services on their behalf. In Leicestershire, IDVAs work across a variety of agencies and settings such as hospitals including Accident and Emergency and maternity wards and specialist sexual violence units, with delivery partners Freeva, Living without Abuse and New Dawn, New Day.</p>

<p>Work with the Chief Constable to develop a suite of operational approaches to protect vulnerable people who are exploited by ruthless crime gangs and identify and target the most prolific and serious offenders to tackle the harm caused by burglary, drugs and knife crime</p>	<p>The Force and VRN have recently launched the Phoenix programme in June 2023 that targets high risk offenders that are driving the local serious violence problem. The programme is funded by the Youth Endowment fund (£1.2 million) and uses a Focused Deterrence model to support an identified cohort to take up tailored offers of mentoring and services to encourage them to reduce offending. The support and engagement is medium to long term and facilitated through the delivery team who are made up of staff from Probation, Police, Youth Justice and a commissioned organisation, Ingeus. Phoenix is subject to an external evaluation as part of the YEF's funding.</p>
<p>Support the Chief Constable to develop tactics to guarantee a quality of service to tackle domestic abuse.</p>	<p>The Commissioner launched a specialist round of his Commissioner's Safety Fund to help domestic abuse and sexual violence services providing support to the increasing number of victims and witnesses affected by the delays in the Criminal Justice System. Like many areas, the East Midlands region saw an unprecedented build-up of court cases during the pandemic, translating into longer waiting times for victims. This has increased the length of time victims have required support during their justice journey and fuelled additional demand for support services. In response, the Commissioner is allocating grants of up to £10,000 for organisations, community groups and charities that can demonstrate how they have been impacted by criminal justice delays and how they aim to positively address these issues. A total of 5 applications were received and 3 services we awarded funding. This included an additional independent sexual violence advisor, a pre-trial therapy service improvement and a domestic abuse outreach service.</p>
<p>Develop a partnership response to reduce the harm, risks and costs of domestic abuse, child abuse and exploitation (including child sexual exploitation), serious sexual offences, trafficking and modern-day slavery and VAWG</p>	<p>Ongoing work in this workstream is exploring opportunities to include lived experience in the commissioning process, continuing to progress the VAWG partnership strategy and driving improvements within the local criminal justice board.</p>



## Partnerships

Strategic Objective: Ensure the Force and the OPCC adopt a collaborative style, integrate services and build equitable and trusting partnerships.

Current RAG

Amber

Aim

Activity to Date

Look at opportunities for the Chief Constable and OPCC to work with other forces and criminal justice agencies to improve the response to crime and quality-of-life issues.

Challenge all the criminal justice partners to ensure that we improve our collective service to the public.

Develop a set of strategic and operational objectives for all parties within the Criminal Justice Board (CJB), define what is required and agree on the activities to deliver them in relation to professional standards department (PSD) investigations

Scrutinise the performance of all the parties within the CJB to ensure the service to victims, witnesses and the public is of a high quality.

Work with the Chief Constable to improve the quality of files submitted to the Crown Prosecution Service and ensure the timeliness and review of case files.

The PCC created a new local criminal justice board (LCJB), which he has delegated the chairing of to the Chief Constable to enable rapid progress to be made. To date there have been a robust set of metrics and measures established and an agreement across all partners to work towards the improvement of those metrics. The DPCC now represents the PCC within this forum and she has regular meetings with the Criminal Justice Board lead for the Force.

Since the establishment of this board there has already been positive improvements in the performance relating to some of the strategic KPIs. For example the average police file quality compliance for the baseline year was 38% compliance, the latest compliance average is 65%, an increase of 26pp.

Crime recording is well supervised and scrutinised by chief officers, the force has focused on improving crime recording. It carries out regular in-depth audits, the results of which are reviewed by chief officers. Any errors found during audits are immediately corrected and then circulated to relevant staff, so they learn from the correction. There is a crime recording action plan, which is frequently reviewed and quick updates are added on the rapid progress against actions. There is also a dedicated crime recording intranet page, which provides a point of reference for staff.

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Support the Road Safety Partnership and Community Speed Watch groups seeking to improve safety in towns and villages

Whilst work in this area is ongoing until March 2025, the PCC has already provided funding to support the delivery of The Road Revolution Programme. The project aims to overhaul present road safety education to make it more impactful for young people aged 13-19. The programme team will also research incidents that have happened in the local area to highlight those to the young audience as well as addressing community concerns around the anti-use of motor vehicles by focusing on educating young people as drivers, road users and pedestrians.

The PCC has also launched a pre-test safety course for young drivers to help reduce fatalities and serious casualties on the region's roads. In partnership with the charity, The Under 17 Car Club Charitable Trust, a Pathfinder educational programme is to be delivered throughout 2024. This consists of an intensive one week driving course for 15 to 17-year-olds and their parents/guardians to increase their skills, confidence and competence before they venture on to the roads. The PCC will be part-funding the courses, expected to be held during the summer months, with drivers contributing a small fee to undertake the course. Bursary support will also be available to promote inclusivity and remove any barriers young people may face accessing the course.

The PCC and DPCC have supported and promoted 'Fatal4' operations across the city and two counties tackling the fatal four offences (speeding, using a mobile phone, not wearing a seatbelt and drink/drug driving).

Assist the Chief Constable to develop a performance strategy within the PSD so that all staff are dealt with equitably, fairly and in a timely manner.

The PCC has developed an enhanced scrutiny process that includes a performance framework in relation to the professional standards department. This will be scrutinised on an annual basis and include national trends for comparison.

Support the Force and the work undertaken by our Regional Organised Crime Unit to ensure we are able to continue to identify, disrupt and dismantle organised crime groups who are operating in the region  
Support the regional collaborations that increase the Force's capacity and capability to tackle the most serious offenders

The PCC and the DPCC both attend the regional forum for EMSOU. The PCC has been challenging through the budget process to ensure that this provides best VfM. The EMSOU Tasking and Prioritisation processes have been strengthened following the Inspection, with an improved Tactical and Strategic Tasking model introduced. EMSOU has successfully implemented the nationally agreed system for recording and evaluating SOC disruptions and now provides regular updates to forces on performance and impact.



## Protecting Personnel

**Strategic Objective:** Ensure that our police officers and staff feel confident, supported, trusted and empowered to make a difference and that they are well equipped to do so.

Current RAG

Green

Aim

Activity To Date

Work with the Chief Constable to develop a performance strategy to ensure that officers and staff are dealt with equitably, fairly and in a timely manner and work to make the occupational health and wellbeing services as modern, effective and high quality as possible.

The PCC has enabled the Force to do significant work aligning the academy and occupational health with the people directorate (HR) to ensure there is a connected, progressive approach. This is to ensure there is the right people, in the right place with the right skills who are fit and well.

The PCC has supported the move from a regional occupational health model to a local standalone unit. This move formally commenced from the 1<sup>st</sup> April 2023. This has enabled the force to vastly improve referral times and in turn provide a much better support mechanism to officers and staff. The move to a locally manage unit has also enabled the force to retain more control over processes and build better relationships with suppliers which supports getting the best value for money.

Since April 2023, it has been easier for officers and staff to access physical and psychological services when required. There has also been the addition of a new trauma coaching service which is available following a traumatic incident. The Occupational health team also support the leaders of the organisation better by providing them with additional health and wellbeing training modules on how to support their teams and staff. The team also attend complex case reviews and provide clinical supportive advice to the managers, all in turn providing much better interconnected working.

Assist the Chief Constable in ensuring the officers and staff are among the best equipped, skilled and trained in the country

There has been significant developments within the training offer provided by the Force. Enabled by the PCC the Force has introduced further leadership training aimed at all ranks, this will be in addition to generic leadership input and tailored to the operational requirements of each rank. This will include practical tips to get the best out of an operational team, critical incident command, multiagency command, managing performance and much more. The inclusive leadership programme has been aligned to the College of Policing values and has been intertwined with the Force's promotion process.

Maintain a focus upon leadership and hold the Chief Constable to account for the quality of leadership under their command.

Ensure accountability and monitoring of the Chief Constable and ensure the Force is transparent and open to scrutiny by the public via the PCC website

The PCC delivered a revised accountability strategy to the Police and Crime Panel which set out the forum in which the PCC would fulfil the statutory responsibility to hold the Chief Constable to account for the performance of the force. The board in which the CC is held to account is accurately reported on and presented to the Police and Crime Panel. The reports can be found on the OPCC website and within the panel papers.

More recently the PCC has developed a new CGB performance dashboard to monitor the performance of the force against key performance indicators, these will be scrutinised by the board on a bi-monthly basis. A governance mapping exercise is also underway.

The PCC has been provided assurance by the HMICFRS inspection of Leicestershire Police in relation to their crime recording compliance, in the latest grading the force was described as outstanding at recording crime. The report estimated that Leicestershire Police is recording 95.5 percent (with a confidence interval of +/- 1.9 percent) of all reported crime (excluding fraud). This is a statistically significant improvement compared to the findings of the 2018 inspection.

The Force to manage, monitor and improve the moral and motivation for all colleagues

The Force has refined the career pathways approach and have now introduced the electronic PDR system which will aid on going professional development for all across the organisation. A power-bi dashboard is currently being developed which will better support the business and monitor compliance, the ambition is to also include a temperature check to support employees and improve staff retention.

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



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

Your Communities - Your Commissioner

## Police and Crime Panel for Leicester, Leicestershire and Rutland

**12 March 2024**

**EMSOU**

<b>Report Date</b>	1 March 2024
<b>Report Author</b>	Claire Trewartha and ACC Michaela Kerr
<b>Security Classification</b>	OFFICIAL

### **Purpose of Report**

1. As set out by the Police and Social Reform 2012 Act, in his role as the Police and Crime Commissioner (PCC), the Commissioner can enter into regional collaborations where they are of benefit to Leicester, Leicestershire and Rutland.
2. The PCC brings this report following an update on East Midlands Special Operations Unit.

### **Request of the Panel**

3. In light of their role in scrutinising the actions and decisions of the PCC, the Commissioner requests that the panel examines the contents of this report.

### **Summary**

4. The East Midlands Special Operations Unit (EMSOU), utilises specialist skills and capabilities to tackle the most serious, organised and violent crime, including terrorism. Established in 2001, the unit is a collaboration of specially trained officers and staff from the police forces of Derbyshire, Lincolnshire, Leicestershire, Northamptonshire and Nottinghamshire in the East Midlands.
5. EMSOU aims to identify, disrupt and prosecute those individuals or groups causing the most harm to our communities. They also, by working with other agencies, seek to prepare the public in the event of a major incident, equip them with the knowledge to protect against crime and prevent people from being drawn into crime.
6. In March 2023, HMICFRS found EMSOU's activity to on tackling serious and organised crime to be inadequate. With that report they highlighted a number of areas of improvement and development.
7. Much work has been carried out since that report, and some of the leadership of that work now sits within Leicestershire Police.

### **Update on Activity**

8. The Cause of Concern regarding the lack of a Section 22 agreement has been addressed, with the required review having taken place. Every Chief Constable from all 5 Forces have supported the updated Section 22 agreement. There is further work planned in this area alongside Chief Constable Rob Nixon leading a review into the operating model.

9. In December 2023 a series of workshops were held with all forces, including ACC Kerr representing Leicestershire, following which all forces have agreed to the funding proposals and organisation of EMSOU capabilities from April 2024 onwards. This includes standing up an ongoing cross-force working group that will develop a longer-term financial plan around sustainable savings and funding agreements. These proposals were presented to the PCC as part of the budget setting process and approved.
10. In January 2024, it was agreed that a full review of all EMSOU capabilities, including the intelligence functions highlighted in the HMIC report would take place, under the leadership of an identified Chief Constable Senior Responsible Officer. Chief Constable Nixon has been appointed to undertake that role and has stood up a programme of work to deliver the require improved operating model.
11. The EMSOU Tasking and Prioritisation processes have been strengthened following the Inspection, with an improved Tactical and Strategic Tasking model introduced. ACC Kerr represents Leicestershire Police in the Strategic Tasking process, with Det Supt Drummond (Head of Leicestershire Police Force Intelligence Department) representing the force in the Tactical meeting.
12. EMSOU has successfully implemented the nationally agreed system for recording and evaluating SOC disruptions and now provides regular updates to forces on performance and impact. The recommendation to better reflect the nationally recognised '4P' approach to delivery plans (Protect, Prepare, Prevent and Pursue) has been adopted, and better supports Leicestershire Police aligned 4P Plans which are overseen via the force Crime Oversight Board.
13. As described further work is ongoing and an update paper will be brought back to Police and Crime Panel later in 2024.

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

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**POLICE & CRIME  
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Your Communities - Your Commissioner

**Police and Crime Panel for Leicester,  
Leicestershire and Rutland**

**12 March 2024**

**Ethics and Transparency Panel Update**

<b>Report Date</b>	21 February 2024
<b>Report Author</b>	Shruti Pattani, Evaluation and Scrutiny Officer
<b>Security Classification</b>	Official

## **Purpose of Report**

1. In his role as the Police and Crime Commissioner (PCC), the Commissioner is responsible for holding the Chief Constable to account for the performance of his officers and staff and for monitoring complaints made against the Force.
2. In addition, the PCC has a responsibility to ensure that policing across LLR is carried out in a way that enhances internal and external trust and confidence in ethical and transparent governance and decision-making.
3. The PCC brings this report to outline for the Police and Crime Panel how he is fulfilling his duty through his Ethics and Transparency Panel. They have been established to improve and strengthen the delivery of policing services to the public by adding value beyond audit and scrutiny.
4. The purpose of this report is to provide an update on the work undertaken by the Ethics and Transparency Panel, provide an overview of the revised scrutiny structure due to be implemented and highlight any feedback and recommendations to date.

## **Request of the Panel**

5. In light of their role in scrutinising the actions and decisions of 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 supportive in the way that the PCC received additional assurance from the scrutiny and assurance panels?
  - b. Would the panel like to make any recommendations to the PCC in relation to this matter?

## **Summary**

6. It is recognised that the trust and confidence in the Police service is reducing, and the policing landscape is becoming more challenging and complex. It is through the Ethics and Transparency Panel that more emphasis can be placed on the policies, processes and procedures allied to reducing corrupt behaviour, malpractice, misuse/abuse of powers or other types of criminal behaviour. It allows for a forum where this is able to be constructively challenged while enhancing fairness and transparency and encouraging ethical decision-making to promote good practice and organisational learning.
7. The Ethics and Transparency Panel has an advisory role in providing assurance to the Commissioner that ethics and integrity are embedded within Leicestershire Police, and that the highest levels of professional standards of service delivery are maintained by the Chief Constable.

8. The Panel fulfils this activity through the scrutiny and consideration of policies, processes, ethical dilemmas and broad thematic issues, both at a local and national level. This report will highlight some of the work being undertaken by the Panel to provide this assurance.
9. It is the opinion of the PCC that with the scrutiny structure currently in place there is a robust process for independent assurance with regards to the ethical and transparent policing. The PCC is dedicated to making this process as strong as possible, which is why he is also supporting the enhancement of these arrangements as outlined in this report.

## **Background**

10. The Ethics and Transparency Panel is currently made up of six independent members. Which includes an elected Chair and Deputy Chair. Membership of the Panel has been recruited to reflect the culturally diverse local communities that are served by Leicestershire Police. Members are appointed for a two-year term.
11. To date, five Ethics and Transparency Panel Meetings have taken place since the Panel's conception in September 2022. Meetings take place on a quarterly basis, with members receiving advance notice of future dates. Similarly, for any scrutiny dip-sampling, annual scheduled dates are shared with members in advance of the sessions.
12. Members currently scrutinise a variety of different elements as part of the Ethics and Transparency Panel agenda. The agenda includes the following standing items at each of the quarterly meetings alongside any other requested papers:
  - Gifts and Gratuities
  - Emerging National and/or Local Issues
  - Policies and Procedures
  - Ethics Dip-Sampling
  - Ethical Dilemma
13. The Forward Plan for 2024-25 is a live document and includes future topics, scrutiny dip-sampling and papers requested for the quarterly meetings. The forward plan now also incorporates the new revised scrutiny structure that has recently been implemented into the Ethics and Transparency Panel.
14. The papers and minutes from the Ethics and Transparency meetings can all be found on the OPCC website. [Ethics and Transparency Panel \(pcc.police.uk\)](https://www.pcc.police.uk)

## **Enhancing the Scrutiny Structure**

15. To date, the Ethics and Transparency Panel have had the opportunity to review closed complaint files and to scrutinise body-worn video footage. The PCC felt that in order to strengthen accountability and have greater transparency in the processes and procedures carried out by the force, there would need to be more in-depth scrutiny into key areas. This is especially important when looking at best practice and unpicking those areas where individual and organisational learning may be key.
16. As a result, and in line with new national guidance for community scrutiny panels being released by the Government, a review of all scrutiny and assurance panels was conducted and presented to the PCC in November 2023.
17. As a result, an enhanced scrutiny structure was agreed, which introduced four key review functions overseen by the Ethics and Transparency panel. These four functions are Out of Court Resolutions, Custody Records, Hate Crime and Complaints.

### **Revised Scrutiny Functions**

- a. *OOCR (Q1)* – involves the scrutiny of adult cases and the review of a paper provided by the Youth Offending Service (YOS) which were dealt with by OOCR with 30% domestic cases. Panel members will review whether the handling was classified as appropriate or inappropriate and the minutes and annual report of themes and trends will be published and include demographics and horizon scanning.
- b. *Custody Records (Q2)* – involves the scrutiny of custody records selected at random to review the individual's journey through the custody and identify any learning and best practice. Panel members will supplement the work of the Independent Custody Visitors (ICVs) and provide assurances around detainees being managed in an ethical, proportionate and appropriate manner. Reference will also be made to quarterly ICV data.
- c. *Hate Crime (Q3)* – involves the scrutiny of closed hate crime cases selected at random and reviewed by an independent Hate Crime Panel. A member from the Ethics and Transparency Panel will sit on the Hate Crime Panel and an annual report will be provided to the Panel on themes to raise and consider. This will include immediate actions (learning for individual officers) to be handled following the meeting, horizon scanning and quarterly figures.
- d. *Complaints (Q4)* – involves the scrutiny of closed complaint cases provided by the Professional Standards Department (PSD). Cases are selected at random by Panel members and then dip-sampled to review how well the complaint was handled, whether the outcome was appropriate and identifying any themes or trends, especially around individual and

organisational learning. There is also an opportunity to review themes with regard to misconduct cases and gain an oversight of PSD performance.

18. In addition to the four key review functions, the panel will continue to review body-worn video footage and maintain an oversight of the gifts and gratuities registers of both the OPCC and Force and discuss ethical dilemmas.
19. This enhanced structure will run on an annual reporting cycle, with one area receiving a deep dive each quarter i.e. Quarter 1 will be focused around Complaints. During these deep dive meetings, the Panel members will also review national trends and performance information relating to that topic area. The relevant training, tools and support are provided to Panel members respectively for each of these scrutiny areas to allow them to carry out their work.
20. The Ethics and Transparency Panel members were consulted on this new structure on 27 February 2024 to allow them to ask any questions and provide some feedback and formal sign off ahead of the next Panel meeting on 19 March 2024.
21. All feedback from the dip-samples undertaken by the Ethics and Transparency Panel members will be recorded on a Feedback Form and returned back to Force for their comment. There is a similar process in place for the review of body-worn video footage and the panel member's comments will be captured and returned to force for feedback. Data will be collected and included in the Ethics and Transparency Annual Report.

### **Recommendations and Feedback**

22. In addition to reviewing the minutes of each meeting the Commissioner receives an annual from the Ethics and Transparency Panel outlining their observations, feedback and recommendations on the insights and access that they have been provided with thus far.
23. The latest such report was received in January 2024 and can be found at Appendix One. Overall, there were no major issues raised and the feedback was positive. There has been demonstration of good practice and recommendations for areas where there may be an opportunity for improvement and/or reflective learning including:
  - a. Where necessary, further detailed reports to be provided by Leicestershire Police and the Commissioner's Office.
  - b. Increased consistency in the attendance of key leads at the Panel meetings would be beneficial. If a deputy is required, it would be useful for the Panel to receive an introduction from the individual deputising on their role to enable members to have a better understanding.

- c. Improved consistency with Ethics and Transparency Panel meeting agendas with a greater focus on the forward plan for 2024/25.
  - d. Scheduling a second tranche of Familiarisation Visits would be beneficial with possible insight into the more operational side of policing where the most critical and crucial decisions are made.
  - e. Development of an Action Tracker to allow follow-up on action and discussion points from meetings.
24. All recommendations are in progress. A further update on the implementation of these recommendations will be provided at a future Police and Crime Panel meeting.
25. Over the last 12 months, the force has openly welcomed the Ethics and Transparency Panel members to a number of different departments through various insights and familiarisation visits. It was felt by Panel members that the force had been forthcoming with information required and answered all questions asked. Panel members were particularly complimentary of the unprecedented access that they have been granted to the review novel elements of the panel such as the scrutiny of body-worn video footage.
26. Through the reflective learning encouraged by the Ethics and Transparency Panel, there have been various elements of learning that have been a key takeaway and have added value. Examples of these include:
- a. Some of the language and imagery often used in reports and/or papers reviewed by the Panel have been noted as contributors to the barriers in preventing victims of crime from coming forward and engaging with the force. Examples of the language used is 'victim refused' and 'victim not willing to support.' It was acknowledged that use of language is key when interacting with victims of crime and that despite often having to use certain terminology to allow for consistency when measuring crime nationally, when reports are provided for the Panel and the public, there needs to be an increased emphasis and sensitivity around victims of crime and ensuring that the correct language is used.
  - b. Through the first tranche of Familiarisation Visits undertaken in 2023, it was identified that there are often similarities and some overlap between force departments; for example, the Prevent Team, the Domestic Abuse Resolution Team (DART) and the Safeguarding Hub. It was acknowledged that there could be better sharing, learning and communication between teams going forward to increase efficiency, effectiveness and promote a more collaborative approach to investigating and supporting victims of crime.

c. It was felt that increased promotion and more detailed exposure of the work undertaken by various departments across the force would be beneficial to community perception and public trust and confidence in Leicestershire Police. Public briefings by teams/departments, for example the DART, would allow for the team to be known to those who either work with victims or assistance to those that are experiencing any form of domestic abuse and be that first point of contact for providing help and guidance.

27. Overall, the Panel felt that all of the visits and dip-sampling undertaken so far had demonstrated best practice is being adhered to across the Force and that they were satisfied that the Force is performing to a high standard. In addition to this, it was felt that the Force appears to be successfully utilising modern ways of operation and collaborating well with stakeholders.

28. The Chair shared, on behalf of himself and the Panel, their commitment to providing independent scrutiny, highlighting any areas for improvement and opportunities for reflective learning, while at the same time increasing the trust and confidence of the general public. Over the next year the Panel will continually push the boundaries of their scrutiny work and report back to the Commissioner accordingly.

*Appendix One: January 2024 Report from Ethics and Transparency Panel*

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

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

18 January 2024

Mr Rupert Matthews (Police and Crime Commissioner for Leicestershire)  
Office of the Police and Crime Commissioner for Leicestershire  
Police Headquarters  
St Johns  
Enderby  
Leicester  
LE19 2BX

Dear Mr Matthews,

I am writing to provide feedback and recommendations from our attendance over the last year on behalf of the Ethics and Transparency Panel.

As Chair and as a group, we as the Ethics and Transparency Panel (ETP) really value the openness and transparency that the Force has shown us thus far. Our general thoughts from information that has been discussed and that we have been given access to has been excellent and we have no major issues to raise. We would however like to provide some positive feedback on areas where there has been a demonstration of good practice and recommendations for areas where there may be an opportunity for improvement.

### **Main Observations of the Panel**

Although the formation of the Ethics and Transparency Panel has faced some turbulence since its conception in 2022, it now feels that we have a stable Panel with members who are dedicated and committed to making a difference to communities and the public. The Panel currently has 6 independent members who bring a range of diverse experiences and expertise on a whole host of topical areas and represent a large proportion of Leicester, Leicestershire and Rutland. While the Ethics and Transparency Panel can easily be discarded as 'just another panel,' the complex and dynamic issues that are tackled in an accessible manner allows the Panel to feel that we are representing the views of the residents and communities of LLR.

However, while our role is to represent the views and raise concerns on behalf of the wider community, we have often been met with challenge when trying to raise and discuss specific incidents of public interest i.e. live or ongoing internal investigations. While we understand that the Force is limited in what can be disclosed due to the risk of compromising an investigation, it has often left us in a predicament when faced with questions from the public or when trying to advocate on behalf of the Force to communities. In order to overcome this, we have been advised that we can ask more holistic questions relating to the incident in question and wider issues relevant to the incident, i.e. around conduct, proportionality, compliance and around policies and procedures in place by the Force by way of learning.



Over the last 12 months, we have been welcomed by a number of different departments across the Force. We have been given the opportunity of completing familiarisation visits and had an insight into 9 key departments including; contact management, custody, Safeguarding Hub, Tactical Support and several others. We found the visits invaluable in undressing how the Force operate and utilises its time and resources. We can confirm that any information required or questions asked have been forthcoming and any follow up always completed. Thus far we have found that all visits have demonstrated best practices being adhered to and in many departments, we have found the Force to be utilising modern ways of operation and collaboration with other agencies and stakeholders. We look forward to continuing our visits in 2024.

As a Panel we aim to continually push the boundaries of our scrutiny and work. One element we are glad to report on is the unprecedented access granted on the review of Body Worn Video (BWV) footage. We believe that this is a novel element of the Ethics and Transparency Panel and a first for a panel like ours to have the access to scrutinise. Having reviewed 6 instances of BWV footage in 2023, we are satisfied that the Force is again using best practice to record arrests and when exercising their powers of stop and search. We have also been given the opportunity to dip-sample closed complaint files and look forward to reviewing custody records and potential other areas in 2024.

It is hoped that the Panel's continuation of BWV footage review and various dip-sampling will provide independent scrutiny to suggest improvement, recommendation and an opportunity for reflective learning for the Force and increased trust and confidence for the general public.

### **Recommendations**

1. When producing reports and documentation for the Ethics and Transparency Panel to consider, members would benefit from more detailed and in-depth papers from Leicestershire Police and the Office of the Police and Crime Commissioner.
2. At meetings, there is an increased need felt for consistency in membership and attendees. Members acknowledge that with the nature of the Force there is regular movement with officers. If and when a deputy is required, it would be beneficial for the Panel to receive an introduction from the individual deputising and a brief description of their role to enable members to have a better understanding of the department.
3. Ethics and Transparency Panel meetings could benefit from more consistent Agendas for the quarterly meetings with a greater focus on the forward plan for 2024 meetings.
4. A second tranche of Familiarisation Visits would be beneficial, especially for the newer members of the Ethics and Transparency Panel. It would be great to have an insight into the more operational side of policing where some of the most critical and complex decisions are made i.e. dispatch and response teams. Members acknowledge that these more operational visits may be difficult to facilitate due to the nature of the role.



5. An 'Action Tracker' may be a useful tool to track and follow up on discussion points and actions from previous meetings, especially where the Force and/or OPCC have been asked to bring an update back to a future meeting. This will support the constructive discussions that take place around topical issues both at a national and regional level and will help with tracking change and learning and with advocating this to communities in order to strengthen public trust and confidence.

In summary, we are as a panel with access and information provided thus far, we are assured that the force operating well as an organisation, employing best practice in many areas and continue to improve in others. Over the next year we will continually push the boundaries of our scrutiny work and report back accordingly.

Yours sincerely,

**Vipal Karavadra,**  
on behalf of the Ethics and Transparency Panel,

**Chair, Ethics and Transparency Panel**

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

Your Communities - Your Commissioner

## Police and Crime Panel for Leicester, Leicestershire and Rutland

**12 March 2024**

**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**

<b>Report Date</b>	27 February 2024
<b>Report Author</b>	Kira Hughes, Chief Finance Officer
<b>Security Classification</b>	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 actions and decisions of the PCC, the Commissioner requests that the panel examines the contents of this report.

### **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 14<sup>th</sup> 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  
Monies Received
- Car Park £94k – NW Leicestershire  
Monies Received

##### *Strategic/Central projects:*

- Firearms Building £500k – Pooled  
A number of covenants have been identified and £241k has been received. Remaining £259k has been identified and drawdown requests submitted to Local Authorities.
- NATO Helmets £52k – Pooled  
A number of covenants have been identified. £36k received and drawdown request submitted for the remaining amount.

- Specials Van £20k – Pooled  
A number of covenants have been identified and £10k received. Remaining amount has been requested from Local Authority and awaiting further instruction.
- Electric Vehicles £170k - Pooled  
A number of covenants have been identified and £35k received. Drawdowns submitted for the remaining amount from Local Authorities.
- Occupational Health Refurbishment £175k - Pooled  
A number of covenants have been identified and £50k received. Drawdowns submitted for the remaining amount from Local Authorities.
- Contact Management Department refurbishment £285k - Pooled  
A number of covenants have been identified and £195k received. Drawdowns submitted for the remaining amount from Local Authorities.
- Evidence Gathering Equipment £15k - Pooled  
A number of covenants have been identified and £10k received. Drawdowns submitted for the remaining amount from Local Authorities.

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 has commenced in post.

### 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
Made up of:									
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)
<b>Total funds remaining</b>	<b>1,238,583</b>	<b>3,493,140</b>	<b>1,298,469</b>	<b>1,239,660</b>	<b>331,555</b>	<b>901,907</b>	<b>67,507</b>	<b>102,849</b>	<b>8,673,670</b>

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.

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