



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

Date/Time: **Monday, 23 September 2024 at 2.00 pm**

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

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

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Membership

Mrs D. Taylor CC (Chairman)

Cllr. Liz Blackshaw	Cllr. Ravi Mahesh
Parisha Chavda	Salma Manzoor
Cllr. Sarah Cox	Cllr. Michael Mullaney
Cllr. Mohammed Dawood	Cllr. Les Phillimore
Cllr. Jenny Joannou	Cllr. Sarah Russell
Cllr. Jim Knight	Cllr. Christine Wise
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
– Notices will be on display at the meeting explaining the arrangements.**

AGENDA

<u>Item</u>	<u>Report by</u>
1. Minutes of the meeting held on 18 June 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 Annual Report 2023/24.	(Pages 11 - 38)



6. Police and Crime Commissioner's update. (Pages 39 - 48)
7. Deputy Police and Crime Commissioner update. (Pages 49 - 56)
8. Neighbourhood Policing. (Pages 57 - 62)
9. Corporate Governance Board update. (Pages 63 - 80)
10. Section 106 of the Town and Country Planning Act 1990 funding review. (Pages 81 - 86)

11. Date of next meeting.

The next meeting of the Panel is scheduled to take place on Monday 28 October 2024 at 2.00pm.

12. 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 Tuesday, 18 June 2024.

PRESENT

Mrs D. Taylor CC (in the Chair)

Cllr. Liz Blackshaw	Salma Manzoor
Parisha Chavda	Cllr. Les Phillimore
Cllr. Sarah Cox	Cllr. G. Whittle
Cllr. Mohammed Dawood	Cllr. Christine Wise
Cllr. Jenny Joannou	Cllr. Andrew Woodman
Cllr. Jim Knight	

In attendance

Rupert Matthews – 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
 Grace Strong, Director, Violence Reduction Network, Leicester, Leicestershire and Rutland (minute 6 refers).

1. Minutes of the meeting held on 12 March 2024.

The minutes of the meeting held on 12 March 2024 were taken as read, confirmed and signed.

2. Public Question Time.

There were no questions submitted.

3. Urgent items.

There were no urgent items for consideration.

4. 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.

5. Review of Panel Membership.

The Panel considered a report of the Director of Law and Governance, Leicestershire County Council, which enabled the Panel to consider it's membership and any changes required to meet the balanced appointment objective as required by legislation. A copy of the report, marked 'Agenda Item 5', is filed with these minutes.

The Director of Law and Governance explained that the membership of Police and Crime Panels was required to represent all parts of the relevant police area, represent the political make-up of the relevant local authorities (when taken together), and have the skills, knowledge and experience necessary for the police and crime panel to discharge its functions effectively. However, the current membership of the Leicester, Leicestershire and Rutland Police and Crime Panel for 2024/25 did not reflect the requirements for precise political balance. The main reason for this was that some authorities had nominated their Cabinet Lead Member for Community Safety which, whilst fulfilling the requirement for the Panel to have the appropriate skills and knowledge, had meant that there were more Labour members than was in accordance with the political balance requirements. The Director reported that advice had been sought from the Home Office regarding the matter but a response from the Home Office was still awaited.

Some members indicated a preference for further changes to be made to the Panel's membership to make it align with the required political balance as set out in paragraph 8 of the report. The Chair expressed a strong desire to have a Green Party member on the Panel to reflect the number of Green Party members on Councils in Leicester, Leicestershire and Rutland.

Other members stated that other factors should be taken into account such as the skillset of members and the fact that some of the District Councils had coalition governments. It was noted that the Cabinet portfolio holder for Community Safety at North-West Leicestershire District Council (NWLDC) was not the NWLDC representative on the Police and Crime Panel so there were measures that could be taken to ensure political balance.

RESOLVED:

- (a) That Schedule 1 of the Panel's Constitution be amended to reflect the Panel's current membership as 5 Conservatives, 5 Labour and 3 Liberal Democrats;
- (b) That officers be requested to undertake further discussions with the Councils that nominate members to the Panel with a view to changing the Panel's membership so it includes a Green Party member;
- (c) That a further report be brought to a future meeting of the Panel providing an update on the Panel's membership and political balance.

6. Serious Violence Duty.

The Police and Crime Panel considered a report of the Police and Crime Commissioner regarding how he was fulfilling his responsibilities under the Serious Violence Duty. A copy of the report, marked 'Agenda Item 6', is filed with these minutes.

The Panel welcomed to the meeting for this item Grace Strong, Director, Violence Reduction Network, Leicester, Leicestershire and Rutland.

Arising from discussions the following points were noted:

- (i) When it was first set up the Violence Reduction Network (VRN) initially received funding from the Home Office on a yearly basis for the first two years, before being given a 3 year settlement. The VRN was now in the third year of this settlement. It was not known whether and to what extent any future government would fund the

Violence Reduction Network. The current VRN staff were included in the OPCC budget for 2024/25. The additional funding that came with the Serious Violence Duty was also due to end in March 2025 so there was uncertainty around that as well. The PCC promised to continue to lobby government for funding to tackle serious violence.

- (ii) In Leicester, Leicestershire and Rutland (LLR) 62.6% of serious violence occurred in a dwelling, 4.6% in hospitality settings and 2.7% in education settings. In response to a request for the percentage of serious violence that occurred in public/open spaces it was agreed that this information would be provided after the meeting.
- (iii) The Violence Reduction Network had originally focused on violence in public places involving people under the age of 25, but its remit had now broadened to include sexual violence and violence in dwellings. Two sets of performance data were therefore being collected; one in relation to the original definition of its remit and one in relation to the new definition. Baseline data for the second definition was now available and could be tracked over the years going forward.
- (iv) The Home Office had prescribed three success measures for local areas to monitor in addition to any locally agreed performance measures. These were:
 - i. A reduction in hospital admissions for assaults with knife or sharp object;
 - ii. A reduction in knife and sharp object enabled serious violence recorded by the Police;
 - iii. A reduction in homicides recorded by the Police.
- (v) In response to concerns raised by a member about threats of violence on social media it was explained that this issue was covered in the Preventing Serious Violence Strategy for Leicester, Leicestershire and Rutland. Funding was being received from the Youth Endowment Fund to tackle the problem and consideration was being given to what interventions could be made in LLR.
- (vi) The majority of the serious violence in LLR took place in Leicester City and therefore it was felt to be right to focus the VRN's time and resources on tackling serious violence in Leicester City. Whilst the VRN had a universal offer which covered the whole of LLR, targeted work took place in the City.
- (vii) In 2022 there had been riots in the East Leicester area. Not all of the violence that took place during those riots would be included in the data collected by the Violence Reduction Network as the VRN only collected the data of incidents that fell within a specific definition. At the time the VRN had been focusing on violence involving people under the age of 25. However, a member pointed out that most of the violence during the riots had involved younger people. Reassurance was given that the VRN did not ignore any types of violence and aimed to tackle violence of all types across LLR. Reassurance was also given that regardless of the limitations and speed of the Criminal Justice System, the VRN could make interventions at any time.
- (viii) In response to a question from a Panel member as to what liaison the VRN undertook with the Magistrates at Youth Courts, it was confirmed that Youth Justice Teams (YJTs) were part of the Violence Reduction Network and engagement with Magistrates took part through the work with YJTs.

- (ix) Work took place in schools regarding serious violence and the Chair requested that details of this work be circulated to Panel members after the meeting.
- (x) In response to concerns raised by a member regarding joint criminal enterprises, reassurance was given that the work of the VRN did not just focus on individuals but took into consideration all the factors around violent events, and interventions took into account group dynamics.

RESOLVED:

That the contents of the report be noted.

7. Office of the Police and Crime Commissioner update.

The Panel considered a report of the Police and Crime Commissioner (PCC) which provided an update on his work from January 2024 to the April pre-election period. A copy of the report, marked 'Agenda Item 7', is filed with these minutes.

Arising from discussions the following points were noted:

- (i) The Deputy Police and Crime Commissioner had led a Parish Council Engagement Programme which concluded in March 2024. In response to a comment from a member that the uptake from Parish Councils had been disappointing, it was explained that this could have been due to the time of day the meetings were held. Reassurance was given that when some Parish Councils had been unable to attend meetings in person they had submitted written representations instead. It was useful for engagement to take place with Parish Councils as they had good knowledge of the issues facing the Parish area and were able to make suggestions as to how those issues could be resolved, though unfortunately the OPCC was not always able to implement those solutions.
- (ii) In response to a query as to how the PCC held the Chief Constable to account in relation to road safety issues such as speeding and E-scooters, it was explained that the Director of Performance and Governance at the OPCC monitored the performance of the Force in this regard. However, these issues were not just a matter for the Police, and partnership working was also required to tackle them.
- (iii) Auto Speed Watch Cameras were now being used by some Police Forces which collected data on the average speed of vehicles. Parish Councils in Leicester, Leicestershire and Rutland were strongly advocating the use of the cameras and had offered to purchase the equipment themselves and send the data to Leicestershire Police. Leicestershire Police had originally decided not to use Auto Speed Watch Cameras but this decision was being reviewed.
- (iv) In response to questions from members it was agreed that further information would be provided in future reports about Community Payback Schemes and the impact of People Zones.
- (v) A member commented that the report gave the impression that the PCC carried out more community engagement work in the County area rather than the City. In response it was explained that over the year the PCC rotated his community

engagement around the different areas of Leicester, Leicestershire and Rutland (LLR), and whilst during the period of time the report covered his time may have been more County focused, over the course of the year he gave the City a fair proportion of his time in accordance with the City's population.

RESOLVED:

That the contents of the report be noted.

8. Corporate Governance Board.

The Police and Crime Panel considered a report of the Police and Crime Commissioner regarding issues which he had escalated to the Corporate Governance Board. A copy of the report, marked 'Agenda Item 8', is filed with these minutes.

Arising from discussions the following points were noted:

- (i) With regards to the pay award funding shortfall the Chief Constable had requested use of reserves to support the 'glide path' required and to cover any severance and redundancy costs. Reference to the 'glide path' meant moving towards the goal of reducing the size of the Force in the smoothest and trouble-free way. The PCC was reticent to use reserves but approached requests on a case-by-case basis and the Chief Constable had made a persuasive case. Therefore, the PCC had permitted the use of reserves in relation to the pay award.
- (ii) With regards to the public reporting crime, at a previous Panel meeting a member had requested information regarding the abandonment rate of the online reporting system and specifically which online pages did people abandon on the most. In response the PCC stated that this information was difficult to obtain but the Force were looking into it, were due to provide him with a report on the matter, and the information would be passed onto the Police and Crime Panel when available.

RESOLVED:

That the contents of the report be noted.

9. Op Soteria and Rape performance.

The Police and Crime Panel considered a report of the Police and Crime Commissioner regarding how he was holding the Chief Constable to account for the performance of the Force in relation to rape offences. A copy of the report, marked 'Agenda Item 9', is filed with these minutes.

- (i) Nationally the Force sat 29th out of 43 forces for volume of rape cases. However, the figures had to be viewed in the context that action had recently been taken in Leicester, Leicestershire and Rutland (LRR) to make reporting of rape easier and therefore a spike in volume had been expected.
- (ii) A member expressed disappointment that the positive outcome rate (offence resulting in a charge) for rape offences in Leicester, Leicestershire and Rutland was currently 6%, which was 1% below the national average. In response it was explained that the performance of all the forces was across a narrow spectrum and

there were no forces significantly exceeding the performance of Leicestershire Police. The Chair noted that percentages by themselves could be misleading and it was helpful for the exact numbers to be provided in reports so that the full context could be understood.

- (iii) A member requested further information on where in the system cases were being dropped i.e. was it the Police or the Crown Prosecution Service making the decision that no further action should be taken. In response it was explained that the Corporate Governance Board had spent a lot of time on this issue. The PCC received updates regarding rape performance at the Corporate Governance Board every 6 months and an update could also be brought to a future meeting of the Police and Crime Panel.
- (iv) The Police and Crime Commissioner had provided £132,981 funding to Living Without Abuse who provided an information and advice service to victims of sexual abuse. Living Without Abuse were holding a Strictly Come Dancing competition to raise money and the PCC Rupert Matthews would be taking part. Tickets were available.
- (v) The PCC provided £67,906 funding to the Juniper Lodge Sexual Assault Referral Centre in New Parks, Leicester. A member raised concerns that the Centre was not easily accessible for residents of the Melton or Rutland areas, especially as the other nearest SARCs were in Nottingham and Northamptonshire.

RESOLVED:

- (a) That the contents of the report be noted;
- (b) That the Police and Crime Commissioner be requested to provide a report to a future meeting of the Police and Crime Panel regarding when and why rape prosecutions in Leicester, Leicestershire and Rutland are discontinued.

10. Annual Report for the Independent Custody Visiting Scheme.

The Police and Crime Panel considered a report of the Police and Crime Commissioner regarding the independent custody visiting scheme. A copy of the report, marked 'Agenda Item 10', is filed with these minutes.

Panel members welcomed the work of the custody visitors and were pleased to note that the majority of issues raised by detainees were less serious and could be solved quickly.

In response to a query from a member about whether custody visitors could interview the 'appropriate adults' based in Police stations the PCC agreed to pass this request onto the City and County Councils who appointed the appropriate adults.

RESOLVED:

That the contents of the report be noted.

11. Section 106 of the Town and Country Planning Act 1990.

The Police and Crime Panel received a verbal update from the Chief Finance Officer at the Office of the Police and Crime Commissioner regarding work taking place to repurpose funding received under Section 106 of the Town and Country Planning Act 1990.

As part of the update the following points were made:

- (i) The Leicestershire Police Section 106 Officer was in post and the work was progressing well. The officer had arranged bi-monthly and quarterly meetings with District and Borough Councils.
- (ii) The priority was to drawdown the money from Section 106 agreements that were due to expire in the next 12 months.
- (iii) Specific projects had been identified which Leicestershire Police could use Section 106 funding for. Out of £1.3 million approximately £900,000 had been transferred over and the remaining £400,000 would be obtained in the next few months.
- (iv) It was hoped that the process for drawing down Section 106 funding could be more consistent across all the local authorities in Leicester, Leicestershire and Rutland. Letters had been sent to two local authorities regarding the different processes they had in place and the difficulties drawing down funding in those two areas.

The Chair asked for a chart to be included with the next Section 106 update to the Panel showing the status of all the Section 106 funds that had been allocated to Leicestershire Police.

RESOLVED:

That the contents of the verbal update be noted.

12. Dates of future meetings.

RESOLVED:

That future meetings of the Panel take place on the following dates all at 2.00pm.

Monday 23 September 2024;
Monday 28 October 2024;
Monday 2 December 2024.

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

Your Communities - Your Commissioner

Police and Crime Panel
23rd September 2024
Draft Annual report for 2023/24

Report Date	12/09/2024
Report Author	Lizzie Starr, Director of Performance and Governance
Security Classification	Official

Purpose of Report

1. This draft annual report is brought to the board to provide an update in relation to the work and progress made in the 2023/24 financial year.

Request of the Panel

2. As per the Police Reform and Social Responsibility Act 2011 (PRSA 2011), the panel is asked to provide feedback on the report and is invited to ask the Commissioner further questions on the activities within the report.

Background, Relevant Data and Trends

3. As previously stated, as per the PRSA 2011, the PCC is required to share an annual report with the Police and Crime panel that sets out;
 - a. the exercise of the body's functions in each financial year, and
 - b. the progress which has been made in the financial year in meeting the police and crime objectives in the body's police and crime plan.
4. The attached report is submitted in draft form to allow the Panel to make comments and feedback before a final version is published.

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

ANNUAL REPORT 2023/24



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Police and Crime Commissioner's introduction

<Page held for Commissioner's foreword>

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How the money works

Making sure that your money is spent wisely and well is a top priority for me. As your Police and Crime Commissioner it is my task to ensure value for money from all the services that I commission on your behalf, be it the Leicestershire Police Force or a youth diversionary football club.

Each year I review and agree a medium-term financial plan (MTFP). This plan is built on a number of assumptions such as known investments, costs of pay increments for officers and staff and fuel costs. This year has seen a number of those predicted costs increase and therefore there has been a significant challenge with the Force to balance this budget, even after raising the council tax precept.

The funding grant for Leicestershire is unfair and the government urgently needs to review the outdated, disproportionate funding formula. I have repeatedly raised with the last Government and will continue to lobby the new one, that the funding formula in place for policing needs urgent review. Unfortunately, that has not been forthcoming. Leicestershire Police works hard to ensure that the best service is delivered within the funding that is received. However, that is getting harder and harder to do each year without fundamental reform. If this is not forthcoming from the national government then local action may be required.

Budget for 2024/25

The budget for 2024-25 has been designed to enable the Chief Constable to manage existing commitments against growing demand and sustain the increases in officer numbers, including maintaining the neighbourhood policing teams that are vital for boosting police visibility in communities.

For the reasons outlined above, there has been great pressure on the overall budget. In the financial year 2024/25 I chose to prioritise supporting the Police force with additional help. This has included diverting funding to the force to assist with the budget deficit. This funding amounts to over £630,000 and includes a £400k contribution towards the force's new Prevention Directorate and over £230k to provide offender management services.

This additional funding provided to the force supplements the additional £230k already provided on an annual basis for safeguarding boards and domestic homicide reviews. This action is not sustainable in the long run as there are many other demands on the budget that I control. You will read about some of these in this Annual Report and each must be treated fairly when it comes to setting future budgets.

Through the work of my office, I have also secured an additional income for the force area totalling £5.4 million for 2023-24, £5.6 million for 24/25 and £0.4 million for 25/26

In setting this budget I considered the feedback I received from local people across the City and Two Counties. That is why I sought opinions from residents across Leicester, Leicestershire, and Rutland through an independent body. There was an increased response to the consultation which had a particular reference to trust, confidence and funding and I must also say how grateful I am to everyone who responded on both the policing priorities and the amount of council tax paid towards policing. The responses have shown overwhelming support for an increase in the amount of council tax that is paid towards policing with 58% of people asked indicating that they felt police funding should be increased.

For more financial information please see the Finance section of my website.

Commissioning

The commissioning of services through my office is targeted towards the prevention of crime or the support of victims and witnesses. Over the past year services have been commissioned and grants have been issued that focus on crime prevention, diversionary activity, real support for victims of crime and working to change perpetrator behaviour.

Between April 2023 and March 2024, I commissioned 59 support services that supports victims, perpetrators, witnesses and vulnerable individuals across different thematic areas through long/medium term contracts, partnership funding arrangements and short-term grants.

My commissioning budget for 2023-24 was £7.8m, this included £4.6m core commissioning and additional funding of £3.2m that had been secured through bids and applications. This is broken down further in the table below:

<commissioning budget table>

Commissioning to support victims:

As PCC, I have a statutory responsibility to deliver a service that provides support to victims and witnesses of crime. For this service, I receive money from the Ministry of Justice (MoJ) to the value of £2.4million.

Locally I commission these services out and the offer to victims is currently being delivered through a variety of different means such as Victim First, helpline services, target hardening, Independent Sexual and Domestic Abuse Advisors (ISVA and IDVA), sexual abuse referral centres and therapy and support services. I also include an additional £20k to provide services for victims of Anti-Social Behaviour (ASB) who are often neglected.

Victim First:

This year I have awarded a new £2.5m 5-year contract to provide enhanced support to victims of crime across Leicester, Leicestershire and Rutland (£500,000 across 5 years). The new Victim First contract has been awarded to Catch22 and includes a host of new and improved services to help victims, including children and young people, recover from their experience by working with the Force as the first line of support following a crime taking place. This service will work alongside other separately commissioned specialist services for which victims will be referred or signposted, if appropriate, upon initial contact with Victim First. Launched 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.

Over the year, my Victim Support service received nearly 19,000 referrals across Leicester, Leicestershire and Rutland, of which 98.9% of victims said that their support from Victim First increased their feelings of safety or stayed at the same level.

Case study text box:

A 15yr old victim was referred to the support service following a report of assault. On initial contact the victim was scared to leave his home and did not feel safe at home. The victim was provided a personal alarm and emotional support and started to feel safer eventually reintegrating in school. After receiving support, the victim felt more positive. "Thank you, again for your help throughout this process I can see light at the end of this long tunnel, and I wouldn't have gotten here without your dedication for your job. I appreciate your kindness and help."

Additional Victim Services:

Further to this I have managed to secure an additional £438,000 from the MoJ this year to provide enhanced support to victims of domestic violence across Leicester, Leicestershire and Rutland 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.

Over the course of the year this additional funding, has supported over 15,000 victims including 9289 Domestic Abuse Victims, 3698 victims of violent crime, 2780 victims of sexual violence and 156 victims of Child sexual abuse or child sexual exploitation.

These services are vital for supporting domestic abuse victims to cope, build resilience and move forward with daily life. The services I commission have so far enabled over 6,300 victims to feel just that. In addition to this, receiving the right support is fundamental to protecting and supporting victims and over 4,500 victims seen through this service have received an onward referral to other specialist support services.

Crime Prevention commissioning:

Working closely with the Force, Community Safety Partnerships, partner agencies and internal networks such as the Violence Reduction Network, I also commission services and interventions to prevent crime and re-offending.

The OPCC contributes to multiple partnership activities which support the work of the OPCC, the force or the local criminal justice activity. These include; Children and Adults Safeguarding Boards, Troubled Families programmes in the city, county, and Rutland, Integrated Offender Management, Youth Offending Services, Multi-Agency Risk Assessment Conferences (MARAC), Domestic Homicide Reviews and Crimestoppers.

Road Safety

Road safety is one of the most commonly raised crime types raised with me when consulting with the public and as such this year I have funded £29,290 towards a pre-test safety course for young drivers in a bid to reduce the volume of fatalities and serious casualties and improve the safety for all on our roads.

This scheme targets young drivers who are most at risk and aims to create a new generation of safer minded and better trained drivers. In addition to this I have funded an array of proactive activities to keep road users safe including providing 30mph bin stickers for residential streets.

Throughout the year I have supported partners 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) and funded several community projects including one providing virtual reality education for motorists who fall short of safe driving behaviour.

Violence Against Women and Girls:

Protecting women and girls at home, on our streets and online should be a priority for every police force across England and Wales. The inclusion of VAWG in the Strategic Policing

Requirement is an important step in restoring hope to women and girls who have been, or fear that they may become, victims of these crimes. The move gives reassurance to victims and survivors that these offences are now of urgent national importance and with this in mind this year I have designed and launched a partnership Violence Against Women and Girls strategy, which outlines the key ways in which public sector agencies will work together to prevent and respond to these awful crimes.

The strategy has been developed in consultation with survivors with lived experience of VAWG crimes, young people and stakeholders. The voice of victims will remain critical to the delivery of the strategy, alongside the provision of funding to tackle these offences.

The full strategy can be found here: [Leicester, Leicestershire and Rutland Partnership VAWG Strategy - 2024-2026 \(pcc.police.uk\)](https://pcc.police.uk/leicester-leicestershire-and-rutland-partnership-vawg-strategy-2024-2026)

‘I am delighted that the partnership is working together to deliver this strategy to tackle violence against women and girls. I welcome the focus on a whole community approach to tackle these intolerable, unacceptable and deeply distressing crimes that disproportionately impact on women and girls and take place in every locality across Leicester, Leicestershire and Rutland. The partnership Violence Against Women and Girls Strategy sets out our shared vision and actions to create a place where women and girls can be safe, secure and free from violence. Working together across the partnership we can champion this vision as well as bring perpetrators to justice and increase the support available to victims and survivors.’

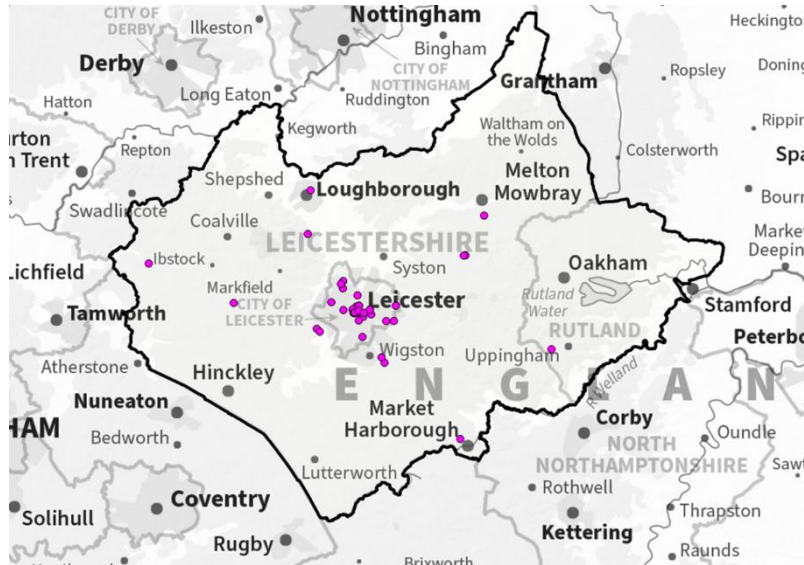
Jane Moore, Director of Children and Family Services, Leicestershire County Council and Chair of the Strategic Partnership Board Executive.

Supporting Communities Directly

I have invested in a wide range of community-led projects designed to support the priorities of my police and crime plan and this has resulted in 3 grants rounds and over £390,000 of funding being provided to community organisations. Over the year we received 130 applications with 34 successful in securing funding. The below map shows the spread of funding across the City and two Counties.

These projects have supported the delivery of specialist services such as a boosted provision for young people, funding sports and leisure activities to create positive outlets for their energy and develop their skills and confidence. This includes St Matthew’s Big Local which received support for its ‘Supporting A Safer City Through Sports Engagement’ and ‘That Football Thing After School’ projects and LMA Youth and Community Development for its Lives not Knives project. Rutland First CIC secured funding for the Uppingham Youth Space and the Somali Community Parents Association received funding for its Keeping Young People Safe project.

In addressing the risk of domestic abuse, I have supported the Zinthyia Ganeshpanchan Trust with funding for a part-time multi-lingual domestic abuse support/outreach worker and provided several grants to help tackle speeding including Twyford and Thorpe Satchville Parish Councils which received funding for innovative speed warning signs that also collect data.



Case study:

St Matthews Big Local – supporting a safer city through sports engagement

In Round 1 of my Commissioners Safety Fund in 2023/24 I awarded £9,973.70 to St Matthews Big Local to provide structured diversionary sports activities to young people, led by young people to reduce ASB and to provide a safe and structured environment for young people to build relationships and increase trust.

Since awarding this grant the provider has seen 1,175 young people engage from various backgrounds, two of which had the following to say about the provision.

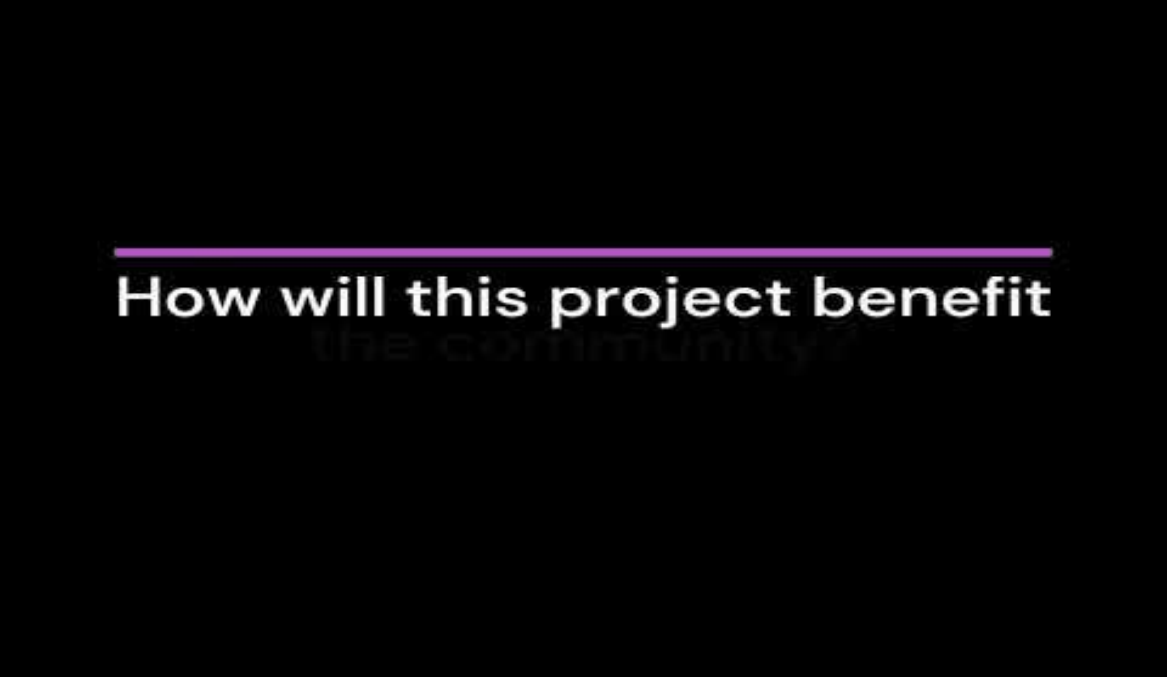
"The workshops have changed how I see the police. I really didn't use to like them and used to think they just wanted to harass us when we weren't doing anything. The workshops were good because we got to talk to them honestly about how we felt and how they made us feel, when they explained things from the Police perspective now I know why they do what they do and that they're here to help. I love playing football and I really like the sessions, since iv been coming, I'm thinking about volunteering more."

- Age 17

"I used to hang out with my friends after school and sometimes get into trouble because there wasn't really anything to do. Since joining the Big Local football sessions, I have something to look forward to, and it keeps me out of trouble. It's helped me think about my future differently. I've learned a lot from the sessions, not just football but life skills too. It's cool to know I have a chance at getting a job here one day."

- Age 15

If you would like to find out more about these sessions, please see this video on the project <https://youtu.be/79GyO5WludU>



How will this project benefit
the community

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Working with partners

No one organisation can tackle the complex problems and also meet the significant safety challenges that each community faces. Partnership working is at the heart of my Police and Crime Plan and together we will work towards ensuring the safety of the public, protecting local communities, and focusing on local issues.

Community Safety Partnerships

There are nine Community Safety Partnerships (CSPs) across the area, the CSPs provide an incredibly valuable mechanism to deliver my police and crime plan and to enable this I provide approximately £640,000 to help fund a number of activities.

The funding for each area is based on a formula that was devised to ensure a fair and even distribution of resources based on need. This funding is then used to help deliver against priorities by the locality based CSPs, who provide the expertise, knowledge and experience of staff across multiple partner organisations.

The Community Safety partnerships enable issues to be targeted and tackled at a local level often enabling a much more direct approach.

One example of a project funded through our CSPs in 2023/24 that is the introduction of a diversionary offer to young people at risk of committing anti-social behaviour in Hinckley and Bosworth. As such the partnership initiated a youth diversionary provision, known to be an effective early intervention tool to target this issue through use of a purpose-built youth bus and 3 youth workers which was designed to be responsive to ASB hotspots and trends within the data.

Not only has this provision provided a safe space for over 550 young people over 25 sessions but has also seen a reduction in police recorded ASB incidents of nearly 2%.

"The bus sessions mean a lot to me. They have helped me build my confidence in talking to new people which have led to new friendships being formed. I feel safe when I'm on the bus and I feel I can talk to the youth workers on the bus if I ever need to have a chat with them. I turn up to the bus if I can on the days it comes and I always get a warm welcome from them and I have such a laugh and a good time. It makes me happy. They are so understanding of me being autistic and having ADHD" Young person following a Street Vibe session.

A further example of the community safety funding having a visible, dedicated local presence is the funding of a community safety van to connect police and safety officers with local residents in Harborough. The van will allow police officers to host beat surgeries in rural locations with no village hall and enhance the work of the community safety teams as they patrol anti-social behaviour hotspots.

“
Cllr Darren Woodiwiss, Harborough District Council’s portfolio holder for Community Safety Partnerships, said:
“This is a welcome community resource, and we are grateful to the Commissioner for his funding and support with this project. The Community Safety Partnership vehicle will support the efforts of a whole host of safety organisations and partners working together to prevent crime and reduce harm across the Harborough district. With the benefit of mobile meeting space, police officers will be able to spend more time getting to know local people and understanding their concerns. They will also be able to reach many of the smaller, more remote villages and communities, ensuring our rural residents feel listened to and supported.”
 ”

This is the first year of the new model for CSP funding and due to the improved monitoring throughout the year, I have managed to re-purpose over £140,000 of predicted underspends that have been used to tackle force wide themes. This year the re-purposed funds have contributed towards these Leicester, Leicestershire and Rutland jointly agreed issues;

- A Hate Crime Hub to be developed with partners, supporting victims of hate crime
- Better data profiles to support the CSPs in their priorities to be launched in 2025
- ASB training for the enable staff to effectively use powers to address ASB issues in their districts

The remaining money was subsequently split across all CSP areas using the formula previously referenced, this is in addition to the yearly CSP budget provided, ultimately meaning that the Community partnerships are receiving more funding to tackle and respond to local issues.

In Summer 2023, I supported the CSPs further by successfully bidding for three Safer Streets grants to tackle Neighbourhood crime and anti-social behaviour and Violence against Women and Girls(VAWG). The agreed proposals will see these areas receiving additional funding for specific projects, work has already commenced and will continue over the next financial year to prevent and reduce neighbourhood crimes and ASB and raise awareness of the bystander approach to target VAWG.

The total amount of additional funding awarded to these three areas within Leicester, Leicestershire and Rutland exceeded £950,000.

Key delivery points from each bid being delivered with the additional funding:

VAWG – coproduction events with children and young people, behavioural change campaign, age-appropriate resources, bystander change programme

ASB – Melton - interventions including tools to support de-escalation techniques and ASB awareness, target hardening, CCTV, fly tipping camera, redeploy able help drone camera, increased lighting and practitioner training

Neighbourhood Crime – Oadby and Wigston - neighbourhood crime campaign, target hardening, redeployable cctv, cocooning packs for victims/vulnerable people

DRAFT

Violence Reduction Network

I have continued to support our highly successful Violence Reduction Network (VRN), and we are now seeing the tangible impact the invaluable work of the VRN is having at a local level being highlighted by the national performance group for the reduction of hospital admissions and police offences linking to serious violence.

The latest figures suggest that we have seen a decrease in serious violence by 6% and a reduction in hospital admissions by 4%. Throughout the year we have received three letters from the Association of Police and Crime Commissioners highlighting Leicestershire as having a significant decrease in serious violence and related hospital admissions, demonstrating that our Violence Reduction Network is playing a leading role nationally in reducing violent crime.

The VRN have invested in a number of evidence-informed interventions that reach children and young people affected by violence in reachable spaces. 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 VRN have not only received validation from an independent body through a national readiness assessment for the new serious violence duty. The team received the highest rating, 'Mature, Demonstrating Best Practice' but has also secured over £7 million in external funding since April 2021 due to its work to identify and secure resources to advance the local partnership response. This is 14 times the annual cost of the team and additional income brought into the force area to create greater coherence and help to develop a longer-term strategy to reduce violence and enable our collective, collaborative efforts to protect people from harm.

Serious Violence Duty

Over the past year the VRN and Serious Violence Duty team have been diligently focused on meeting the requirements of the new Serious Violence Duty which came into effect on the 31st of January 2023 as part of the Police, Crime, Sentencing and Courts Act 2022. The Duty requires specified agencies, including police, local authorities, education and health to work together to share data and knowledge and target interventions to prevent and reduce serious violence.

Locally we have taken the approach to expand the definition of serious violence of the VRN and incorporate the duty requirements. The partnership has successfully met all the requirements of the duty before the deadline and have ensured a collaborative approach with partners through briefings, a self-assessment toolkit and co-design workshops.

The VRN has had several other notable achievements including:

- Co-produced and launched a five-year Preventing Serious Violence Strategy
- Reached nearly 600 young people through targeted interventions
- Established a new Community Oversight Group (COG)
- Hosted the first Serious Violence Research and Evaluation Conference in collaboration with the Home Office and the University of Leicester
- Attracted over 1.6 million impressions through social media campaigns

- Reached over 1600 young people through community grants
- Extended the Mentors in Violence Prevention programme into Primary Schools
- Strengthened partnerships with the Sports Sector by collaborating with StreetGames and Active Together
- Held a Trauma-Informed Conference with over 130 attendees

DRAFT

People Zones

The People Zones project encompasses the work across my police and crime plan with an ambition to empowers communities to believe that they are the building blocks to positive change. communities need investment to build relevant knowledge, skills, and capacity.

Proactive partnership is just one example of where the community and partners working together can make a real difference and spread the support available to the community. Some of the key achievements from developing these partnerships include:

- The introduction of the Trauma Informed Officer to the network of head teachers across the three People Zone areas which has resulted in one school receiving close to £10k funding to develop a wellbeing hub through the People Zone Grant fund
- The development of a “Connecting Communities” event - for the local communities to meet and learn about the services within their area.

Some other examples of key achievements across the People Zones throughout the year area also include; the development of a new communication strategy; People Zone website and Facebook posts published; and over 410 public events organised and attended by People Zone team in 2023. 11 OPCC members of staff have been trained in an Asset Based Community Development approach and methods.

An evaluation of the People Zones project to understand how People Zones is progressing towards it's long-term objectives has commenced with positive early findings for example:

“The first twelve months have built strong foundations from which to grow in the coming years, with trust and connections having been developed. The evaluation report dedicates the success of the project to the sustained enthusiasm and capacity of community leaders in all three zones, and staff from the OPCC People Zone team that are supporting it.”

Virtual Reality Headsets

My Office and the VRN have collaborated on a project developing a virtual reality headset video ‘First Phone: Keeping Children Safe Online’ to reduce children and young people’s vulnerability to becoming involved in serious violence by teaching them safer online practice. The project was presented to industry specialists in VR and Community Safety across the UK at an event in October 2023 before it’s official launch in December 2023.

On Safer Internet Day 2024, the team visited three people zone schools delivering the film to over 200 students.

A 6-session PSHE Toolkit was launched directly to 20 primary schools on Monday 5th February 2024 as part of a pilot to determine impact. 10 schools experienced the film in VR, the other 10 accessed in in 2D.

Community Payback Scheme

The Community Payback scheme within the people zones areas is also delivering results for the community. This scheme identifies projects formed from the partnership with the Community Payback team and are actioned by local ex-offenders which provides opportunities to support ex-offenders as well as the local community including business owners and residents.

The partnership between the OPCC and Probation in Leicestershire is being used as a way of best practice in the Community Payback department across the region and over 1,717hrs have been logged in community payback across the three zones. This scheme not only empowers the local community to take pride in their communities but increases public trust and confidence in the criminal justice system.

I'm enthused about the developments within the People Zones area, evaluation evidence shows that there are improved relationships and connections in all three People Zones, between local organisations schools, Community Payback and statutory services, this is further supported by reductions in local crime statistics - the number of victims of crime has fallen in each of the three People Zone areas by over a quarter according to the comparison between 2022 data and 2023 data. New Parks 30% decrease, Thringstone & Whitwick 31% decrease and Bell Foundry 26% decrease.

“

"People Zones has been a catalyst for fostering new partnerships between organisations, which has ultimately led to a reduced reliance on services such as the Police"

”

Community Leadership Programme

This year we have evaluated the impact of the three successful community leadership cohorts, and as a result recently recruited a fourth cohort of 18 individuals. I continue to believe, and now evidenced by the evaluation, that this programme identifies, develops and supports a network of community leaders to make a real sustainable impact on the quality of life in communities.

The impact of all 66 community leaders is now being seen in tangible results by the communities of Leicester, Leicestershire and Rutland. For example: increased collaborative working to provide targeted youth provisions, young people created and produced mini-documentaries around topics of importance to them, such as Mindset, Wellbeing and Sports etc, increased engagement with local services with previously unreachable young people and increased awareness of the importance of youth voice - 430 young people reached in a youth project that is co-designed and youth led to ensure maximum engagement.

Connecting with local people

I pledged to be an accessible Commissioner, to listen and act and keep the views of residents at the forefront of my strategic planning. Over the past year I have been available throughout our City and two Counties and I have continued to undertake a wide variety of targeted, public and community engagement and events.

I have consistently prioritised community engagement to enable the residents of Leicester, Leicestershire and Rutland to give me their views on policing in their area.

Parish Council Liaison scheme

Improving communication with local residents features strongly in my police and crime plan and recognising that Parish Councils represent a large proportion of the population across the two counties, I introduced a platform for constructive communication with Parish Councils.

This last year my Deputy, Rani met with 42 parish councils across Leicester, Leicestershire and Rutland and discussed local community safety issues, this feedback will be invaluable to shaping my new Police and Crime plan.

“**These surgeries give me the opportunity to hear first-hand about the community safety issues that affect local communities. We totally understand that while some problems are universal, every area has different, and sometimes unique, issues.” Rani Mahal, Deputy Police and Crime Commissioner**

The key concerns raised which will be taking into account when formulating my 2025-2029 Police and Crime plan were Road Safety with a particular emphasis on speeding, Police visibility and Anti-social behaviour.

Keeping in Touch with Communities

I have continued with my 'Community Days', whereby I visit towns, parishes and wards across the area to meet elected representatives, local residents, community representatives and businesses. I listen to their views, feeding my findings back as appropriate and keep those I have met informed of progress.

Over the past 12 months I have undertaken 43 community days across Leicester, Leicestershire and Rutland, ensuring I visit each council area at least twice in the year, the coverage of my community visits is shown in the map. In total within these days I have met with over 140 different community groups, councillors, residents and local organisations.

Following concerns from residents in Kegworth telling me about their concerns regarding car-cruising and boy racing, I convened a public meeting to discuss the issues along with

community safety managers and the police area commander, over 50 members of the public joined us to discuss and work together to find a way forward. Since this meeting, a new three-year order has recently been approved to tackle the issues causing significant distress to residents.

All the outcomes of my community days are shared with the communities through social media, my website and included in the newsletters produced by my office.

This year I held a total of 6 public meetings which enabled local community members to raise and discuss local community safety issues with me and the Chief Constable on a face-to-face basis. The candid reflections of the local public enabled the Chief Constable and I to directly hear from the public on their policing priorities. I have also attended a number of independently organised public meetings to enable me to be directly accountable to the public I was elected to serve.

The Written Word

I have continued to provide a written and accessible offer to the public through my office. In the 12-month period I have distributed 13 newsletters, updating the public on issues, opportunities, and activity across the area.

I have also issued over 103 press releases, statements and responses which have received significant coverage, to keep you informed of how the force and I are working to keep you safe.

Social Media

The main social media channels utilised by my office are Twitter, Facebook and Instagram, social media is key to facilitating a two-way engagement and timely, accessible updates regarding the work of myself, my deputy and the work of the office. [<link to social media>](#)

Throughout the year I have posted nearly 2,500 updates continuing to increase year on year. I have posted over 1,000 update tweets to the public, which is a substantial increase on previous years. I am seeing more engagement with our social media posts with a particular focus on some of the invaluable interventions funded by myself and the office which will help spread the awareness of such services to support victims and vulnerable people.

Responding to Contact

The right to query the work of any public body or figure and receive a response is pivotal to our democracy.

In the past year, I have undertaken 145 thorough Complaint Reviews, providing initial learning if applicable directly back to the force in a timely manner. Of those reviews, 139 were not upheld and six were upheld cases (4.1%)

I have responded to 22 Freedom of Information requests, which is comparable to previous years of these over 75% have been responded to within 21 days.

I have also responded directly, in written format, to 310 contacts from local residents and stakeholders.

Transparency and accountability

Governance Arrangements:

The Joint Annual Governance Statement, reflects the established governance framework and it is published alongside the annual accounts of the PCC. A joint corporate governance framework also sets out how governance operates for both the Chief Constable and the PCC. In addition, I continued with the established arrangements for holding the force to account, adhering to the detail set out in the Policing Protocol 2011.

The Police and Social Reform Act 2012 places a statutory responsibility on the PCC to hold the Chief Constable to account for the performance of the force, which is summarised below. Locally, the main methods of discharging this duty are; 1-2-1's with the Chief Constable, the formal Corporate Governance Board, HMICFRS reports, and independent scrutiny in the forms of; the Joint Audit and Assurance Panel (JARAP), the Ethics and Transparency Panel and Independent Custody Visiting scheme.

Corporate Governance Board

The Corporate Governance Board supports me in holding the Chief Constable to account for the performance and setting the strategic direction of Leicestershire Police. It meets on a bi-monthly basis, of which the minutes and reports are made public and provides a clear and transparent way for the public to see me performing my duties as PCC.

It has now been over two years since I introduced the new accountability strategy and governance arrangements relating to my statutory duty to hold the Chief Constable to account. Since April 2022, I have held 9 Corporate Governance Board meetings with the Chief Constable and his senior Chief Officer Team to scrutinise and review police performance. The role of the Board is to help me to deliver the priorities that the people of Leicester, Leicestershire and Rutland elected me to deliver. We have many challenges over the coming years and the Board brings a wealth of experience that will help me to deliver upon the public's priorities, to prevent, tackle and reduce crime. The minutes of these meetings is published on my website [LINK](#) and I regularly report on this to the Police and Crime Panel to ensure transparency around how the Force is held to account.

A concern was raised to me by the community regarding response times in rural areas, this was subsequently addressed in the Corporate Governance Board, in which the Force outlined their approach to improving performance in this area.

I meet with the Chief Constable and senior officers and staff on a weekly basis throughout the year to maintain the strong working relationships between the PCC and force. The meetings cover a wide ranging topics relating to current strategic and operational matters.

His Majesty's Inspectorate of Constabulary and Fire & Rescue Services

There is of course, independent scrutiny of the force and Section 55 (5) of the 1996 Police Act requires all Police and Crime Commissioners to prepare comments on any published HMICFRS (His Majesty's Inspectorate of Constabulary or HMIC) reports that relate to their force, to forward these to the Home Office and then publish in the manner they see fit.

The independent assessments made by HMICFRS of different areas of the force go a long way to boost trust and confidence in policing locally and nationally and provide the workforce motivation to succeed. Throughout the 23/24 fiscal year, I continued to ensure responses were published within the 56 day time period as outlined by HMICFRS. A total of 7 responses were made to HMICFRS publications in the 23/24 fiscal year.

These include responses to:

- A report on the Criminal Justice Alliance's super-complaint – Section 60 of the Criminal Justice and Public Order Act 1994 and independent community scrutiny of stop and search
- An inspection of the effectiveness of the police and law enforcement bodies' response to group-based child sexual exploitation in England and Wales
- Race and Policing: A review of the police service's leadership and governance arrangements for race-related matters
- An inspection of the police contribution to the prevention of homicide
- An inspection of how effective police forces are in the deployment of firearms
- Police performance – Getting a Grip (PEEL recommendations follow up)
- An inspection of how well the police and National Crime Agency tackle the online sexual abuse and exploitation of children

7 of the 7 responses in the 2023/2024 fiscal year (100%) were published on the OPCC website and sent to Roy Wilsher OBE within the 56-day statutory time frame, an improvement from 86% in the previous year.

I can also confirm that the topics of the HMICFRS inspections appeared in our corporate governance structure, and/or at my Ethics and Transparency Panel to provide increased governance and oversight to hold the Force to account. For example, we requested a deep-dive report on firearms licencing in May 2023 which was received, and we continue to review the representation of the workforce to ensure it is representative of the communities of Leicester, Leicestershire and Rutland in a recurring item on Recruitment and Retention. Leicestershire Police are also committed to tackling CSE and Modern Day Slavery as a pledge for 2024, and Stop and Search is regularly scrutinised in our Ethics and Transparency Panel. Full details of the Corporate Governance Board and Ethics and Transparency Panel can be found on our website.

My approach taken for responding to HMICFRS publications continues to go beyond my statutory obligations which requires me to publish a response within 56 days, outlining how I will hold the Chief Constable to account. I also continue to gather immediate reassurance from the Force that they can deliver all recommendations raised within timelines given, and I provide the significant amount of information gathered on our local position to HMICFRS and incorporate this into my governance arrangements to provide a rigorous scrutiny process of the force on behalf of the public.

My office have also ensured to keep up to date with Engage, a programme from the APCC which supports Forces and PCCs in the Engage process.

I look forward to working closely with Leicestershire Police and HMICFRS in 2024 in preparation for the PEEL inspection and will be attending the de-brief sessions facilitated by HMICFRS.

Enhanced independent scrutiny of the Force

As per the Peelian principles, “The police are the people, and the people are the police.”, therefore who better to provide independent advice and assurance to both myself and the Chief Constable on the legitimacy and ethicalness’ of the force and my Office than independent members of the public

First launched in September 2022, the Ethics and Transparency Panel has continued to provide independent evaluation and scrutiny of Leicestershire Police and the OPCC. Over the past 12 months the scrutiny undertaken by the panel has been enhanced by the implementation of a new structure, including the creation of a new Hate Crime Scrutiny panel.

The panel said it had been granted ‘unprecedented access’ of Body Worn Video (BWV) footage undertaken by police as part of its ongoing Stop and Search scrutiny work in 2023. Members reviewed six samples of BWV footage over the 12 months and were satisfied the force is using best practice in deploying the powers and recording arrests.

Members also undertook familiarisation and insight visits at nine key departments last year including contact management, custody, Safeguarding Hub, Tactical Support and others and was given the opportunity to dip-sample closed complaint files as part of its scrutiny work.

Vipal Karavadra, chair of the Ethics and Transparency Panel, said in the letter:

“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.

“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 continues to improve in others. Over the next year we will continually push the boundaries of our scrutiny work and report back accordingly.”

The Ethics and Transparency Panel raised their concerns with the findings from the March 2024 panel, and subsequently received assurances from the Force in July that a significant amount of work has been undertaken since March regarding Out of Court Resolutions. OOCR has been embedded into Layer 0 – Prevention and Partnerships and this has seen a significant overhaul to the approach to OOCRs and monitoring of their success. The team have been embedding a streamlined process to OOCRs since July 2024, training for which including the correct use of the OOCR gravity matrix has been circulated and already showing positive change. The Force are also in the process of creating a new Dashboard to provide real time data in relation to OOCRs. The next OOCR annual report is due to the Ethics and Transparency Panel in Summer 2025.

JARAP

The Joint Audit Committee provides independent assurance on the governance, risk management and internal control frameworks through its oversight and scrutiny of the work of Internal Audit, External Audit, inspectorate reports and risk registers. It provides this service to both the Chief Constable and myself.

Quote from Chair of JARAP.

Further assurances are obtained via the Annual Governance Statement, the Statement of Accounts and review of the Scheme of Governance. The Joint Audit Committee meets in

public and the Chair of the Joint Audit Committee produces an annual report of the panels findings.

Independent Custody Visitors

I am responsible for the Independent Custody Visiting (ICV) scheme and have a team of 18 volunteers who conduct these visits on my behalf – a number of which received long service awards this year, with one volunteer volunteering on the scheme for an impressive 24 years.

Throughout the year a total of 101 visits were carried out, with over 440 hours of time volunteered on visits and 365 number of detainees receiving a welfare check.

The scheme continues to be held in the highest regard nationally and continues to be accredited. This year we have achieved the Investing in Volunteers Award for the fourth consecutive time an award which has been held since 2012. The Scheme has this year also been awarded the platinum quality assurance framework (QAF) award, one of only 6 schemes in the country to be awarded this level of accreditation from ICVA (Independent Custody Visitor Association).

Over the course of the year, the scheme has seen many measures to improve detainee dignity. The scheme operates an effective scrutiny mechanism, including panel meetings to ensure any issues can be raised directly with us and the force.

Animal Welfare Scheme

I launched the Animal Welfare Scheme (AWS) on 1 April 2022. Once a month, AWS visitors make an unannounced visit in pairs to the Leicestershire Police Dog Unit. They check the conditions in which the dogs are housed, trained and transported. They also observe dog training in progression and will provide feedback on all visits via an electronic visit report form.

This year the volunteers have completed 12 visits. Overall, the team have been impressed with the conditions for the observed dogs.

Local Criminal Justice Board

I believe the role of Police and Crime Commissioner is to be a strong advocate for justice on behalf of our communities and as such I made the decision to establish a Local Criminal Justice Board (LCJB) which will continue discussions with colleagues to explore how together we can achieve more in order to improve public trust, confidence within the criminal justice system.

The LCJB is outcomes focussed and distinct due to its work is in relation to problem solving and sharing best practice. The Board works collectively to identify local matters and resolve them, whilst endeavouring to remove barriers for witnesses and victims, as well as reducing crime and re-offending.

The Chief Constable continues to be the chair of the Local Criminal Justice Board (LCJB) due to his national portfolio in criminal justice, which is a group of senior criminal justice leaders from across the region.

Force Performance:

The year ending 31st of March 2024 saw a decrease of 4.3% in overall crime. There were decreases in crime types such as violence against the person offences, public disorder offences and criminal damage & arson offences. There were however slight increases in theft offences compared to the previous year to date.

Rape offences have decreased a further 11.6% over the past year, and sexual offences have also seen a reduction of 6.9%. This particular area has been a focus at a number of Corporate Governance Boards throughout the year and I am confident that the Force are making positive steps to not only reducing the volume of rape and sexual offences committed but also improving the outcomes for victims.

Criminal damage and arson offences have also seen a decrease of 6.1%. These are all positive figures, and are a reflection of the hard work undertaken by Leicestershire Police throughout the past year.

Some offence types have seen significant increases over the past year. However, like previous years, some of these changes can be attributed to changes in recording practices such as violence against the person offences whereby all common assaults are reviewed and often re-classified as actual bodily harm.

Shoplifting offences have seen a 29.1% increase over the past year, which can be attributed to the cost of living crisis. This could also be attributed to Leicestershire Police's emphasis to encourage reporting of such offences. Nationally this crime type has seen a significant increase, I will continue to push forward improvements in relation to business crime offences.

There has been positive impacts through proactive and consistent police work in the areas of Burglary, theft offences and vehicle crime which are all recording a reduction. This area of focus will continue to be supported by partnership working such as the safer streets fund, which targeted areas that were disproportionately affected by these types of neighbourhood crimes.

Strategic Policing Requirement

The strategic policing requirement (SPR) sets out those threats which, in the Home Secretary's view are the biggest threat to national public safety which helps the myself as PCC and Chief Constable plan and respond to them.

A revised version of the SPR was published in Feb 23 sets out seven identified national threats: Serious and Organised Crime (SOC); Terrorism; Cyber; Child Sexual Abuse; Public Disorder; Civil Emergencies and Violence Against Women and Girls (VAWG).

I am confident that these priorities are included within my Police and Crime plan and that the Chief Constable has the capacity and capability to respond to national policing threats, either through joint working with other Forces and agencies, or as part of a collaboration.

Collaboration between police forces and PCCs requires investment in the mechanisms for joint working. My Office and I continue to work with the four other OPCCs in the region, on areas of joint working and collaboration. As a result, we have increased scrutiny of areas such as counter-terrorism policing, serious and organised crime, and the National Police Air Service (NPAS).

These regional collaborative workstreams are overseen by the five Police and Crime Commissioners through a regional meeting, which meets quarterly with the five Chief Constables and Chief Executives, to scrutinise collaborative activity. Heads of the Counter-Terrorism Unit and Regional Organised Crime Unit also attend to provide performance, management and financial information and the regional workstreams are supported by a small support team.

All PCCs in the region also have local briefings and visits with the Counter-Terrorism, ROCU leads and Serious Operations unit, to ensure effectiveness at the local level. This is crucial because it informs the joint scrutiny by PCCs at a regional level.

The Peelian principles

When Sir Robert Peel founded the modern British police force in 1829, he set out the basic principles of policing that have endured to the present day. These are:

- To prevent crime and disorder, as an alternative to their repression by military force and severity of legal punishment
- To recognise always that the power of the police to fulfill their functions and duties is dependent on public approval of their existence, actions and behaviour, and on their ability to secure and maintain public respect
- To recognise always that to secure and maintain the respect and approval of the public means also the securing of the willing co-operation of the public in the task of securing observance of laws
- To recognise always that the extent to which the co-operation of the public can be secured diminishes proportionately the necessity of the use of physical force and compulsion for achieving police objectives
- To seek and preserve public favour, not by pandering to public opinion, but by constantly demonstrating absolutely impartial service to law, in complete independence of policy, and without regard to the justice or injustice of the substance of individual laws, by ready offering of individual service and friendship to all members of the public without regard to their wealth or social standing, by ready exercise of courtesy and friendly good humour, and by ready offering of individual sacrifice in protecting and preserving life
- To maintain at all times a relationship with the public that gives reality to the historic tradition that the police are the public and that the public are the police, the police being only members of the public who are paid to give full-time attention to duties which are incumbent on every citizen in the interests of community welfare and existence
- To recognise always the need for strict adherence to police-executive functions, and to refrain from even seeming to usurp the powers of the judiciary of avenging individuals or the State, and of authoritatively judging guilt and punishing the guilty
- To use physical force only when the exercise of persuasion, advice and warning is found to be insufficient to obtain public co-operation to an extent necessary to secure observance of law or to restore order, and to use only the minimum degree of physical force which is necessary on any particular occasion for achieving a police objective
- To recognise always that the test of police efficiency is the absence of crime and disorder, and not the visible evidence of police action in dealing with them

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

Your Communities - Your Commissioner

Police and Crime Panel for Leicester, Leicestershire and Rutland

23rd September 2024

Commissioners Update Report

Report Date	23 rd September 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 January 2024 to the pre-election period.

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

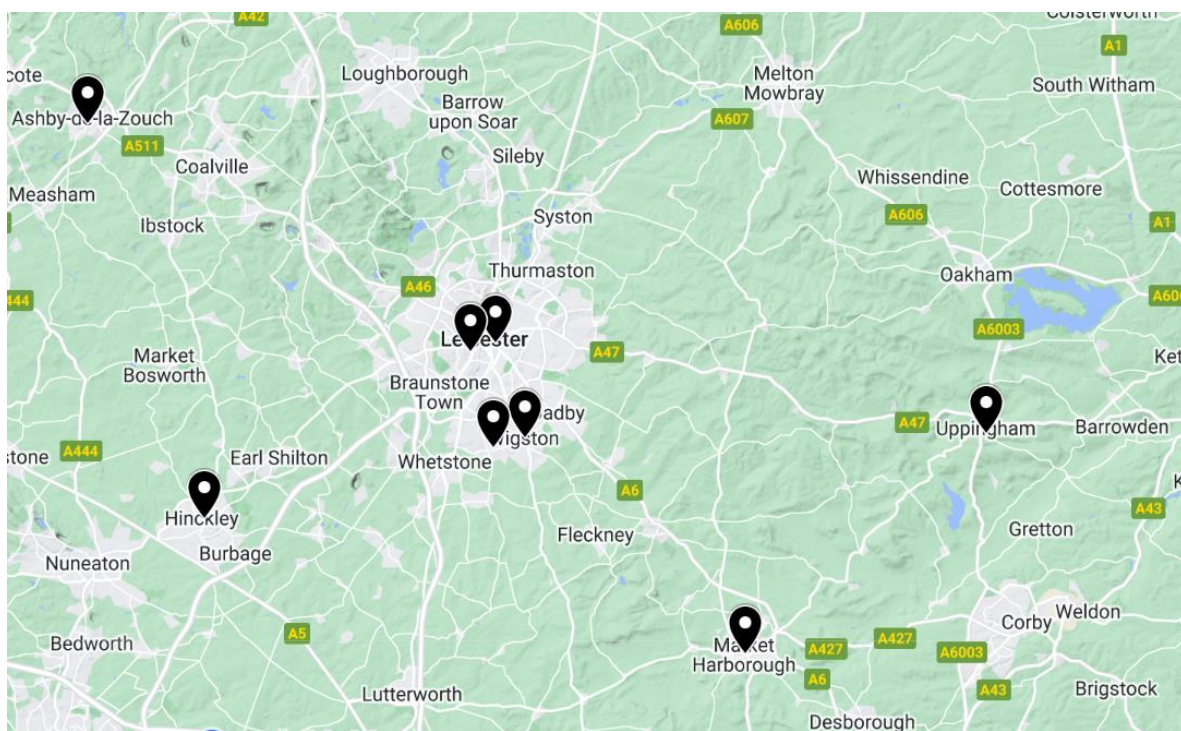
4. It is the continued opinion of the PCC that there is good progress being made against a key number of workstreams within the office. The PCC receives regular oversight of the workload through weekly meetings with the Chief Executive Officer, Bi-monthly briefings with the Senior Management Team and other briefings as appropriate. During this period the PCC has been concentrating his offices activity on engaging with the public and stakeholders and carrying out research to enable the formation of a new Police and Crime Plan.

Background, Relevant Data and Trends

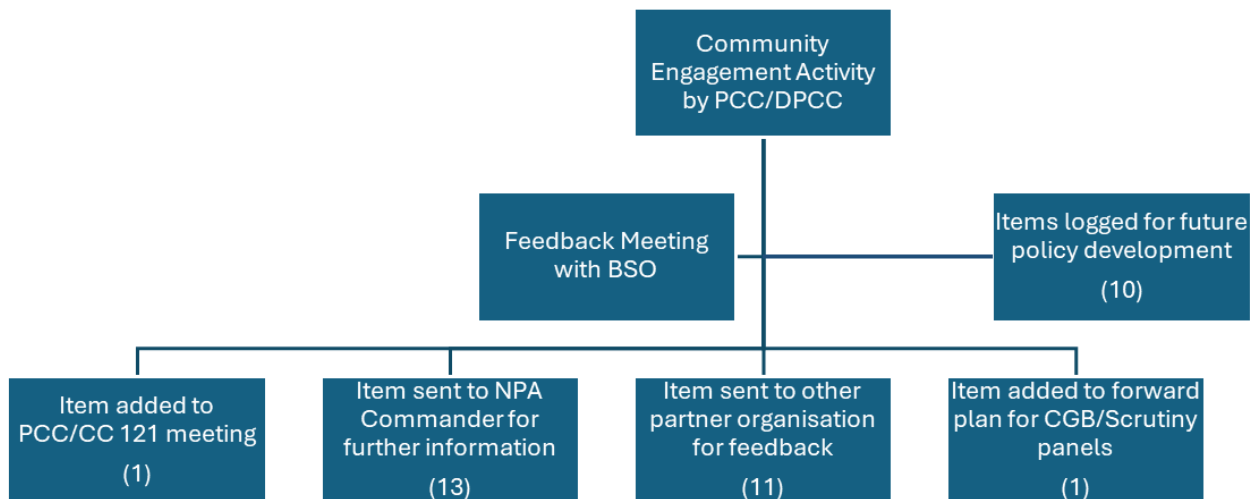
Community consultation and engagement (PCC)

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', enabling him to listen to the views of local people.
6. It should be noted that the Office, and the Commissioner's activities, were subject to pre-election conventions from 24th March until the election on 2nd May.

7. This report covers consultation and engagement activities from 7th May 2024 (post-election) to 1st August 2024. As such a limited number of visits have taken place.
8. The Police and Crime Commissioner, having been re-elected, recommenced his weekly community days on 13th June 2024, giving enough lead time to organise meaningful meetings in each area.
9. The Commissioner undertook eight Community Days between 13th June and 1st August.
10. The map below shows the coverage of the community days in the relevant period.



11. As per the OPCC standard internal practices, engagement activity and follow up actions are tracked and all feedback both positive and negative is relayed to the appropriate personnel in the force or partner organisations. The PCC debriefs the team on his visits 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.



12. The themes in which that has come out of the PCCs engagements over the last period are; Business Crime and Shoplifting, Anti-social behaviour, speeding in villages and drug dealing.

13. The PCC has passed on any local intelligence to the local Neighbourhood Area Commanders and has noted two items to raise at a future Corporate Governance Board (CGB) meeting to hold the Force to account; shoplifting performance and performance in relation to victim compliance and satisfaction.

14. As a direct result of these conversations the PCC has recently commissioned a project regarding supporting local retailers in relation to business crime which is often brought up on his community days and is looking forward to updating the panel on the progress and actions to support a reduction in shoplifting and retail crime in a future report.

15. In addition, the PCC continues to talk to the Chief Constable regularly about the impact car cruising has on communities and is fully supportive of the actions that the Neighbourhood Policing Teams are planning to put in place for those areas. He was delighted when the Local Authority supported a new Public Space Protection order (PSPO) aimed at tackling this issue in Castle Donnington.

Due Diligence Activity

16. The PCC continued to carry out visits to projects funded via OPCC to talk about progress of project delivery. Throughout the summer visits have taken place to a small number of funded initiatives, including, but not limited to, those summarised in Table One below:

Table One

Organisation	Area and Work	Funding	Output
Northwest Leics CSP	Community Safety	£4152	The CSP explained various CSP Projects including the DISC System to tackle shoplifting and hotspot funding for Patrol staff.
The Wellbeing Sanctuary (People Zones)	Community Safety	£9,970	The project will place all wellbeing support and workshops in a new area within the grounds of St Joseph's Rural Centre in Whitwick. This will enable the delivery of two different types of workshop groups, one for families and individuals and one for businesses, schools and groups.
Trade Sexual Health	CSF (Commissioner's Safety Fund)	£9,678	Launch of an online hate crime tool to monitor and map homophobic and transphobic incidents across the county and city. A second initiative sees a series of community safety courses introduced to improve safety for members of this community in public places.
Turning Point – Street Outreach	Joint fund between the City Council, OPCC and Force	N/A	The PCC met outreach workers from Turning Point who were working to tackle some of the root causes of anti-social behaviour on our streets. Very impressed with the results he saw.

Pathfinder Driving Course	OPCC Road Safety	£29,290	<p>The first Pathfinder Driving Course was launched (15/7 – 19/7) with 25 young (15-17yr olds) drivers attending with their parent/guardian. Feedback from all participants was extremely positive and the young drivers who started with little driving experience, left with advanced driving skills.</p> <p>In addition to driving practice, the Leicestershire Road Safety Team (speed enforcement vehicle) and Leicestershire Police Roads Policing unit also provided an insight into road safety and the consequences of driving actions.</p> <p>BBC Radio Leicester and 103 The Eye attended the final day of the course to interview the PCC and young drivers.</p>
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Commissioning and Partnership Activity

17. The OPCC is working with the Force campaigns team to develop a VAWG (Violence against Women and Girls) behaviour change campaign aimed at 11-15- and 16–19-year-olds utilising learning from the recent young people’s co-production events.
18. In response to the findings from the co-design sessions, two key educational packages have been developed to address sexual violence prevention:
 - a. The SHUSH (Speaking Honestly to Understand Sexual Harm) Project (for ages 10-15): This project covers topics such as healthy and unhealthy relationships, consent, personal space and boundaries, sexual harassment and assault, bystander awareness, sexting, and grooming. These topics are presented in a creative, comfortable manner, allowing young people to learn in an engaging way. The programme also emphasises the importance of recognising harmful behaviours early and addressing them before they escalate.
 - b. The SHARA (Sexual Harm and Recognising Abuse) Project (for ages 16-19): This project addresses more complex issues, including the continuum of abuse, gender-based violence, misogyny, the impact of pornography, and healthy responses to rejection. It is designed to equip older teenagers with the knowledge and skills to navigate and challenge harmful societal norms.

19. To ensure the sustainability of these programs, a VAWG community grant round will be launched. Up to 45 community organisations can apply for funding to implement these educational packages, which will include comprehensive training for facilitators. This approach ensures that the programs can be integrated into the organisations' long-term strategies, creating a lasting impact.
20. The wider Commissioning Team is working on preparing for the next round of the Commissioners Safety Fund which opened on the 8th August and closes on the 5th September, this is a general round in which £200k is available for bids of up to £10,000.
21. The PCC is dedicated to ensuring that small, community focussed organisations have the opportunity to access funds that will prevent crime in their local area. He will continue to champion communities and looks forward to reviewing the bids made by organisations in September.
22. The PCC strongly sees the OPCC as an enabler. The role of the OPCC is to enable other organisations to keep our communities safe. He feels that by working with partners the impact can be amplified. His aim is to use this fund to give other organisations the skills, incentives and self-confidence to solve problems in their communities.
23. In People Zone's (PZs) a network meeting was held in May with stakeholders, residents and partners from all three People Zone areas. This event was aimed to bring partners together from all areas to network and discuss best practice. The main focus of this event was to hold a 'grants process workshop' where the process for organisations within PZs to apply for funding could be codesigned.
24. Communities across all three zones are now utilising the Crimestoppers service and we are seeing an increase in reporting. Over the period 80 reports were made to Crimestoppers, an increase of 371% when compared to the previous period (17 reports). The crime reports for the People Zones areas now account for 11.5% of all anonymous reports to Crime Stoppers across the Force area, indicating that the communities are taking proactive action in reporting to crime stoppers.
25. The themes in the reports received across this period focussed on; drink and drug driving, disqualified and uninsured drivers, drug trafficking and supply and vulnerability and safeguarding issues. These reports have been passed to the Neighbourhood Policing Commanders to provide additional intelligence around the local community issues and concerns.
26. From the 16th - 18th of August, all three People Zone communities saw visits from a digital 'Advan' within their areas which was promoting anonymous

reporting via Crimestoppers. The Advan runs through a selection of advertisement slides and evaluates the audience that engage with the content on the Advan via a camera. (images below)



27. This is the second phase to the Crimestoppers project which was originally funded in 2023. We have collaborated with steering group members and local beat teams to co-design the route that the Advan took through each community to target areas that they felt would benefit from knowing about how to report crime anonymously.
28. The content of the slides on the Advan was designed by Crimestoppers and was targeted/tailored themes for each People Zone. Bell Foundry focussed on reporting drugs and county lines, whilst New Parks and Thringstone & Whitwick focussed on reporting Anti-social Behaviour (ASB) and in particular nuisance bikes.
29. This is a partnership approach with the Police who engaged with people on the day that the Advan was present. Crimestoppers will also be holding 'Fearless' sessions with young people to promote reporting crime anonymously.
30. The People Zones team work very closely with the Community Payback team within Leicestershire Probation. Following the last update, there are now more projects in the pipeline and the team is working with the Regional Manager of the Community Payback team to implement a monitoring and evaluation framework for any future projects, to allow the People Zones team to monitor and measure the success and outcomes of the Community Payback projects. Results will be shared with the Police and Crime Panel when this has been implemented.
31. The People Zones team have just closed the first round of grant funding for the 2024/2025 financial year and over the next few weeks will be undertaking

the grading and moderating process to award successful applicants grant funding for sustainable projects. More information on the successful bids will be included in the next update report.

32. The People Zones team have just finished co-ordinating the fourth cohort of the Community Leadership Programme (CLP), in partnership with the VRN (Violence Reduction Network). This brings the total number of CLP participants overall from cohort 1-4 to 66.
33. The team are working on updating and refreshing the data packs which are provided to the Community Safety Partnerships (CSPs) to support with the funding provided, with a view to a deep problem profile of the top crime concerns in their areas in time for the new financial year of funding. This work is progressing alongside the production of the current quarterly data packs.
34. For the 2024/25 financial year, CSPs were granted their highest level of funding to date due to efficiency savings made from the previous 2023-23 financial year and implementation of improved monitoring processes.
35. As of the end of August, 50 projects across LLR are in progress with a total expenditure of approximately £463,973.01. There is a remaining budget of approximately £273,607.03 yet to be drawn with 6 months of the financial year remaining.
36. The projects funded so far vary from support for night time economy first aid provision in the City to sports programmes in Charnwood and increased CCTV provision in Rutland.

Scrutiny and Governance Activity

37. In his role to hold the Chief Constable to account for service delivery across LLR the PCC has continued with regular 1to1s and bi-monthly Corporate Governance Meetings with the entire Chief Officer Teams. A report on the CGBs that have taken place since the last Police and Crime Panel is later on today's agenda.
38. The OPCC continue to achieve 100% of scheduled Independent Custody Visits equating to thirty-four visits undertaken over April and the end of July. No serious issues have been observed within these visits.
39. The volunteers continue to also achieve 100% of animal welfare visits, with one visit taking place each month, similarly no serious issues have been observed within these visits.
40. The first Hate Crime Scrutiny Panel was held on the 10th July. The panel was successful in that 2 cases were reviewed, and both had positive outcomes.

(deemed appropriately handled). The team also received positive feedback from panel members including the Ethics and Transparency Panel representative who said they were pleased with Force engagement and felt it was a really engaging panel.

41. Where cases are reviewed, commentary and specific learning for these are fed back to the handling officer. This is tracked for follow up to ensure that the officer and their line manager have discussed the issues.
42. Recruitment for new Ethics and Transparency Panel members has just concluded and 4 successful candidates are now being progressed, it is hoped that these members will be able to join the next meeting of the panel in September.
43. The Joint Audit and Risk Assurance Panel (JARAP) meeting was held on the 1st August, the meeting included discussion around the internal audit processes and JARAP members attending internal meetings for triangulation. A meeting is being set for the PCC to hear directly from the chair in the Autumn.
44. Fifty-three complaint reviews were received by the OPCC in the period April-July. When compared to the previous year this represents a 32.5% increase in requests for complaint reviews. It is believed that this increase is driven by an increase in complaints recorded by the Force rather than an increase in the proportion of complainants requesting a review. This increasing trend has also been observed by other OPCCs in the country.

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



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

Your Communities - Your Commissioner

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

September 2024

***Deputy Police and Crime Commissioners
Update Report***

Report Date	September 2024
Report Author	Rani Mahal, Deputy Police and Crime Commissioner
Security Classification	Official

Purpose of Report

1. In his role as the Police and Crime Commissioner (PCC) the Commissioner is able to delegate certain tasks and priorities to a Deputy Police and Crime Commissioner (DPCC).
2. The DPCC brings this report to outline for the Police and Crime Panel how she is fulfilling her delegated duties.

Request of the Panel

3. In their role to scrutinise the activity of the PCC and DPCC, the DPCC requests that the panel examines the contents of this report. She 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 DPCC?
 - b. Would the panel like to make any recommendations to the DPCC in relation to any of the work outlined within the report?

Summary

4. As described in the papers provided for the DPCC Confirmation Hearing, the Police and Crime Commissioner requested that I took responsibility for the portfolio of activity detailed below:
 - a. Victim Liaison, creation of a victims focus group programme that enable the voice of victims to feed into the Commissioners commissioned services.
 - b. Local prevention, development of a programme to engage local networks (parish councils, neighbourhood watch etc) in activity to prevent crime in their own area.
 - c. Development of activity that enables lived experience to be embedded through the OPCCs commissioning processes.
 - d. Due diligence activity on commissioned services.
 - e. Ensuring that the Ethics and Transparency Panel operates to the highest standard and that they consider matters of importance to the communities of Leicester, Leicestershire and Rutland
 - f. Attendance at internal and external meetings and appearances as required by the PCC.
 - g. Liaison with the Association of the Police and Crime Commissioner in the PCCs absence.

Portfolio Updates

Victim Liaison and Lived Experience – can include road traffic collisions caused by dangerous driving drug/alcohol related crashes accidents – victims and witnesses of accidents can also come under portfolio.

5. The aim of this work is to give victims of crime a voice, to ensure they are represented and that the OPCC engage with victims with lived experience to gain appropriate insight into their experiences and use this to shape the services that are in place.
6. It is important this this is the case throughout all the various strands of work undertaken at OPCC. The PCC has tasked me with this project therefore I am leading to ensure victims are given an opportunity to share their experiences and be heard.
7. In June the Commissioning team and I started meeting on a weekly basis to establish the way forward to embed Victim Liaison and Lived Experience within the OPCC's commissioning cycles.
8. We began by populating a Project Initiation Document (PID) to scope out what this project looks like and decide who the relevant stakeholders should be. An initial proposal was presented to the PCC for his consideration.
9. At the time of drafting this report I await his feedback for the project to go ahead.
10. Our working group's role is to ensure it dovetails the VCOP (Victims Code of Practice) and the Force's Victim's Strategy. A visit to a neighbouring OPCC to look at best practice is being planned. By implementing new ways of commissioning services, to that what we already know, we can co-design services that best meet the needs of those who need support and allow those who have previously experienced trauma to engage in processes that provide impact and change.
11. The next steps beginning from October 2024, will culminate in an event April 2025. From the beginning of the project to April next year there will follow a series of forums, roundtables, meetings, and consultations with the relevant stakeholders who my team and I have identified as essential to the project.
12. The project will ensure it is not duplicating existing services currently being delivered in the community and to advocate for those whose 'voices' who are yet unheard.
13. The long-term plan is for Victims with Lived Experience Group to work with the group and utilise their experiences, knowledge, and skills as an OPCC asset for all that we do and allow them to become a 'critical friend' to us. Membership

of the Victims and Lived Experience group will be made up of those who live and or work in Leicester, Leicestershire, or Rutland. They must have experience in either being a victim of crime themselves or work closely with those who have been a victim of a crime.

14. Members from voluntary or statutory sector groups will be considered but must be able to speak on behalf of and represent from the point of view of someone who has experienced being a victim of crime. They will also be asked to provide an up-to-date Disclosure and Barring Service (DBS) certificate (expenses can be claimed back) following selection to confirm suitability and any disclosures made.
15. The opportunity to become a member of the Victims and Lived Experience group will be advertised openly on the OPCC's and People Zones website, social media channels and via Neighbourhood Link. The duration of the membership on the group is 18 months before a new recruitment window opens and membership is refreshed. The OPCC will recruit up to ten members onto the Victims and Lived Experience Group following an interview or by submitting a video.

Hyperlocal Engagement Activity Programme (HEAP)

16. The purpose of the Hyperlocal Engagement Activity Programme (HEAP) is to ensure Parish Councils and other locally active groups are aware of the Police and Crime Commissioner's (PCC's) role.
17. It is also to provide those groups the opportunity to directly communicate with the PCC. The HEAP programme will establish where there is high-level crime data across the force area. The programme will ensure groups are receiving the appropriate levels of service in relation to the Neighbourhood Policing Plan.
18. The benefit of this engagement programme is to feed into office commissioning plans and outcomes. The project will consider the Police and Crime Plan in relation to the data obtained. It will allow groups to feel heard and involved. The aim of this work is to consult with groups, establish ways in which they can help prevent crime in their own localities through working with stakeholders such as Neighbourhood Watch. These groups are closer to the local community and therefore more in touch with and knowledgeable about the needs within their parishes and what they consider a deterrent to prevent crime.

Due Diligence Activity Completed

19. Part of my responsibility is to oversee the OPCC commissioning contracts to ensure they are tracked; that due diligence is undertaken, and services are being delivered as per the contract. I do this by visiting the commissioned services, some of which are listed below in Table One below:

Table One

Organisation	Area and Work	Output
Residents in Oadby	Residents who live in Oadby	Safety kits supplied to households that meet the criteria of the funding provided. I saw the impact of and the increased confidence of the residents who have since been provided with the kits. Feedback from one resident to me was that like other major organisations, such as the NHS, the Police are given a bad name but credit where its due Leicester Police are doing an excellent job.
Community Leaders Showcase	Community Leaders in People Zones areas	Presentations were given by the community leaders in various areas, and they shared their learning from the 12-week programme. Public speaking, teamwork and how to lead programmes were just some of the skills learnt as well as how to bid for contracts. The cohort, much like previous cohorts, will have formed long lasting friendships and through this will continue to share best practice, learn from each other as well as support each other and their various projects and Community Interest Companies (CIC's). Conversations about collaboration was very much the theme of the night. I got a sense of the incredibly hard work that had gone on in the community which, had it not been for this showcase, I would not have been aware of. These are leaders who have gone through their own challenges in life but despite that have begun to help others through the process as well as being supported by others in their projects which brings about increased wellbeing for all.
The Grove Community Hub		Sports facilities for youngsters
YEP Youth Education Project		Entrepreneurial and leadership skills to youngsters

Ethics and Transparency Panel

20. I attended an Ethics and Transparency Panel (ETP) on 26th June 2024. A Chair was elected and several members from the local community were appointed to the role. There is a Sub-committee that reports into the ETP where members from this panel take on the lead, depending on their own interests and specialisms and these include Out of Court Resolutions (OOCR's), Hate Crime, Custody and Complaints.
21. There is a national requirement for OPCCs, to review the Police use of OOCR's. The PCC has welcomed scrutiny into investigations of Hate Crimes. The Ethics and Transparency Panel discuss emerging issues and dilemmas that are of concerns to the wider public and scrutinise them in detail.
22. At the recent meeting, panel members of the Ethics and Transparency panel had the opportunity to discuss the Ethical Dilemma of the Pride Parade and Stonewall of 2023.
23. The impact and benefit of the ETP meetings is that as an advisory body to the Police and Crime Commissioner (PCC) the panel provides assurance to the Commissioner that ethics and integrity is embedded within Leicestershire Police and ensures the highest level of professional standards and delivery of policing services to the public are being provided. This is to give confidence to the wider public that any ethical issues that matter to them are being discussed in an open and transparent forum.

Association of Police and Crime Commissioners

24. I attended a Deputy Police and Crime Commissioner network meeting where I represented the interests of Leicester, Leicestershire and Rutland (LLR) by contributing and sharing best practice and the work going on at OPCC in LLR.
25. I represented LLR at the Association of Police and Crime Commissioners Annual General meeting where I was joined by re-elected and newly elected Police and Crime Commissioners from across all the other forces.
26. Each PCC spoke on different topics. Sessions at this conference included car manufacturers and police and what is being done to cut car crime which then drives up car insurance premiums. Then sessions focussed on the important issue surrounding Road Safety and the role of Police and Police and Crime Commissioners in reducing the high death toll on our road networks as well as the importance of working with partners. National Rural crime highlighted the usual issues that affect those PCC's who are commissioners in large rural areas. In the event of an international cyber catastrophe a question was posed on cybersecurity in policing and how resilient forces are in this field.

27. There were also discussions around trust and confidence in policing, shoplifting, criminal justice system, prison crisis, shared challenges, policing by consent, drink and drug dependency which drives acquisitive crime (especially shoplifting) as well as violence. The knowledge that I bring back from his conference has all been discussed with the PCC and fed into the new Police and Crime Plan where appropriate.

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

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

Your Communities - Your Commissioner

Police and Crime Panel
September 2024
Neighbourhood Policing

Report Date	September 2024
Report Author	Lizzie Starr, Director of Performance and Governance
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 to hold the chief constable to account for the policing of neighbourhoods.

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 the Chief Constable is prioritising neighbourhood policing, but that there is still work to do to ensure that local communities and their representatives know what to expect. As such the PCC will continue to ensure that Neighbourhood Policing is prioritised across Leicester, Leicestershire and Rutland. It will be an integral part of his new Police and Crime Plan.

Background, Relevant Data and Trends

Neighbourhood Policing

5. The PCC sees Neighbourhood Policing as the cornerstone of the policing service across Leicester, Leicestershire and Rutland. As such he requested that the Chief Constable bring a paper to Corporate Governance Board (CGB) detailing how this was being made a priority within the force. The discussion at CGB highlighted that:
 - a. The Chief Constable also saw Neighbourhood Policing as a priority and as such protected the numbers of officers allocated to neighbourhoods.
 - b. That increased demand was impacting on the abstraction rates of officers from neighbourhoods to be able to respond to other activity.
 - c. That ongoing financial pressures, although avoided to date, could start to impact on the model in place across LLR.
 - d. That the Chief Constable was encouraging new and innovative ways for the Force to be efficient in this area.
6. More detail on these points are covered in the sections below.

Neighbourhood Officers

7. The force commitment to neighbourhood policing has remained the same as it was following the last 2015 change programme, which was driven by public sector austerity cuts. Despite significant efficiency savings carried out year on year, our allocated resources have remained consistent throughout all other internal changes.
8. Across Leicester, Leicestershire and Rutland we have made the most of the uplift funding provided by the Government to employ more Police Officers. Local Neighbourhood Policing has been a key deliverable of my Police and Crime Plan and as outlined within that I was pleased to endorse the Chief Constable's proposed refresh of Neighbourhood Policing Strategy for Leicester, Leicestershire and Rutland in 2022.
9. The number of Police Community Support Officers (PCSOs) dedicated to neighbourhood policing has risen from 181 in 2018 to 200 and the number of Neighbourhood Officers has risen from 151 in 2018 to 175. Although it should be noted that the actual number in the organisation at any one-time will vary depending on vacancies.
10. Due to the fiscal challenge and the force requirement to overcome a £5.4m budget deficit in 2023/24 and a £8.6m budget deficit in 2024/25 it may be necessary, in the coming years, to revisit the numbers allocated to neighbourhood policing.

Increasing Demand:

11. The role of Neighbourhood Policing remains as important as ever, but policing has become more complex due to changing crime types, international to local events, more complex interactions between communities and increased expectation on policing services due to increased threat and harm.
12. The broad and varying demands on time have a significant impact on the demand of the Neighbourhood Policing Team. For example, adopting additional expectations such as the National Operation Bridger requirements, to ensure defence of democracy through improved engagement and visibility with MPs and improving safe spaces for women and girls through commitment of resources to the Nighttime Economy, through Operation Vigilant.
13. These are exceptionally important priorities but still add up to an additional demand that must be met.

14. In addition, the challenges of increased policing presence linked to planned events, protests and assemblies remain one of the most significant impacts on local policing, alongside the Neighbourhood Policing presence at football matches and other events.
15. Neighbourhood officers support force operations, protests and events as this is essential to ensure a local response which maintains good dialogue with communities, organisers, partners and key stakeholders. This can in some cases involve weeks of negotiation and engagement.
16. The below table provides a summary of the information provided by the Force in the national returns in relation to protest activity. This clearly shows a significant upturn in protest activity between 2022 and 2023 (+51% for the total number of protests). Early indications from the first four month of 2024 demonstrate this trend is likely to increase.

	2022	2023	2024*
Total Protests	72	109	61*
Internationally Inspired	28	79	36*
Neighbourhood Policing Presence	45	62	35*

*Data to April 2024

17. It is evident that internationally inspired protests have increased significantly (+182% from 2022) and highlights the way overseas events cause increased policing demand locally.
18. The last row in the table shows the volume of protests which had a local neighbourhood policing footprint. This was required to provide local reassurance and manage wider community concerns. In 2023, over 50% of protests had a local element requiring the deployment of NHP teams.
19. In relation to policing football matches, the number of matches at home this season increased to 24. The total number of police officers deployed this season was 2036 or an average 85 officers per game.
20. The officers utilised are a mixture of centralised specialist resources supported by other officers who are public order trained. This will include a number of neighbourhood officers due to their length of service, experience and level of training.
21. In addition to the football and rising protest activity, the force has to police other large events to include the carnival, download and Diwali. However, the Force are also experiencing a rise in other significant cultural events and

celebrations as our communities are ever changing with local events growing in importance and attendance.

22. The force continues to balance the operational requirements with the financial management, however it is the increasing demand that is impacting on the NHP offer more so, than the reduction in the broader force workforce required to overcome the budget deficits.
23. The Force is investing in transformational work to mitigate the impact the budget deficit in 2024/25 could have on neighbourhood policing.

Responding Innovatively

24. Operation Forefront is a force-wide transformation programme to ensure good service and high standards to improve confidence and satisfaction of the public. For Policing in Neighbourhoods, the changes focused on 4 strategic objectives of change which were:
 - a. To enhance the command resilience and strengthen geographic command in City and counties;
 - b. To implement a new and enhanced local neighbourhood policing structure;
 - c. To create greater Criminal Investigation Department (CID) resilience and supervision of junior detectives;
 - d. To introduce dedicated crime managers at each NPA to drive up performance standards and outcomes for the victim and support our young workforce development.
25. Three and Twelve-month reviews have been commissioned to assess the progress and realisation of benefits. The review focused on the four strategic pillars as outlined above.
26. The review highlighted that many of the expected outcomes had been achieved and identified areas of good practice across the team. These areas will be assessed and adopted across all Neighbourhood Policing areas to maximise benefits.
27. A summary of some of the benefits already being realised is shown below.
 - a. Each Neighbourhood Policing Area has an enhanced command team supported by a geographically aligned Chief Superintendent within the City and Counties.
 - b. Chief Inspectors were increased to 5 and allocated geographically to NPAs to oversee delivery of engagement, performance, and welfare of locally deployed staff.
 - c. All NPAs have an enhanced command team with the 5 largest NPAs allocated a second Inspector to support the delivery of services locally.

- d. Crime queue levels across teams have seen a sustained reduction since October 2023.
- e. Positive Outcomes have improved across NPOs and Neighbourhood CIDs since October 2023.
- f. Average investigation length has increased since October 2023 which coupled with increased outcomes indicates improved victim care.
- g. Increase in compliance with Engagement Standards from Neighbourhood Teams

28. In addition, the Force has brought in more efficient ways of working in relation to Neighbourhood Policing specifically. This has been achieved by increasing its use of social media – reinforcing and reinvigorating engagement standards following the “You Said, We Did” approach. This has allowed for more targeted engagement and feedback to local beat issues and ensures PCSOs are focusing on those areas which matter most to our communities.

29. A further review at the 12 month point will be conducted and reported back through the Corporate Governance Board.

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



**POLICE & CRIME
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For Leicester,
Leicestershire & Rutland

Your Communities - Your Commissioner

Police and Crime Panel for Leicester, Leicestershire and Rutland

23rd September 2024

Corporate Governance Board Update

Report Date	23rd September 2024
Report Author	Clare Hornbuckle/Lizzie Starr
Security Classification	Official

Purpose of Report

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

Request of the Panel

3. In their role to scrutinise the 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 way that the PCC has held the Chief Constable to account through the Corporate Governance Board?
 - b. Would the panel like to make any recommendations to the PCC in relation to this matter?

Summary

4. It is the opinion of the PCC that there is a robust system in place to challenge the Chief Constable on performance and the standardised performance metrics that have been introduced provide greater accountability of the Police to the Public.

Background

5. In advance of the Corporate Governance Board (CGB) meeting and in support of setting the agenda, the PCC was presented a report that outlines the Key Performance Indicators (KPIs) for Force performance and a summary of the other scrutiny and assurance work undertaken by the team on his behalf to support him in his statutory duties to hold the Chief Constable to account.
6. The report presented to the PCC, on the 3rd February 2024 highlighted two areas in which further scrutiny of the force was appropriate and therefore warranted escalation to the board meeting. These items were response times and rape performance. As a result of discussions on response times, two further reports have been requested for the May CGB to monitor progress since the March CGB. These are;
 - a. Response times to incidents – recommended to continue to closely monitor performance;
 - b. Calls performance – Contact Management Department Response.

7. The Force were requested to provide a paper for 7a and 7b above to outline improvements made.
8. In preparing the report the team consider the data available to them and review force dashboards and performance reports, performance across other boards for example the local criminal justice boards is also considered. The team look at national performance and forces similar in size/make up to determine outliers and also take into consideration feedback from the PCC and the communications team to include community perceptions of crime and the impact they are having.
9. The Full report of the Board meeting in which these performance exceptions are discussed is attached as Appendix One.

Impact of Scrutiny for the May Agenda

10. Operational Summary: Redacted for the panel due to sensitive operational information not suitable for the public domain. The PCC thanked the Chief Officer Team (COT) for their efforts during this period.
11. Response performance: The PCC queried how the force categorises the same crime types as grade 1's or grade 2's. Force explained that extenuating factors such as offender still on scene, evidence preservation etc would make the same crime type a grade 1, indicating that it requires an emergency response. Lizzie Starr, Director of Performance and Governance, OPCC, queried outcome rates, asking what the Force want to be achieving in terms of an outcome rate for burglary offences. Force responded that they always strive to be in top quartile nationally. Lizzie Starr queried what preventative work is being undertaken in preparation for summer and what the PCC can do to support, to which ACC Kerr invited OPCC to attend Layer 3 crime board routinely to identify support opportunities and areas for collaboration. Members of the PCC's performance team routinely attend this meeting as of March 2024 with a view to proactively identifying areas of support and/or areas to discuss with wider OPCC outside of Layer 3 board.
12. CMD response: This is a clear priority in the Force and the CC demonstrated a determination to drive up performance in this area. Through the activity presented they Force are making positive progress. The report from the Force shows that for the past 6 months (as of May 2024) the Force have been in the top quartile nationally for CMD response times. 2023/24 year-end emergency answering performance closed at 87.2% in 10 seconds with a 0.6% abandonment rate despite the challenges earlier in the year. In addition, during April 2024, Leicestershire Police achieved an average time to answer 999 calls of 4.93 seconds which again placed them at rank 1 within the national 999 answering league table. For context, the Force were 26th in

March 2024. The PCC congratulated the Force on their improvements made. Lizzie Starr queried whether there was a difference in satisfaction rates between phone reporting and online reporting which is being investigated outside of the meeting.

13. Force Strategic Assessment: The annual Strategic Assessment provides an overview of long-term crime and issues affecting Leicestershire. The report outlined cross cutting service priorities and themes identified, including service to victims, fighting organised crime, IT and digital capabilities among others. OPCC CEO Trewartha touched on the Strategic Policing Requirement, stating that the OPCC want to align this the Police and Crime Plan.
14. Finance: The programme to identify savings to close the budget gap for this year are ongoing. The PCC requested in March a full business case, including detail around the impact this programme could have on service delivery for the May CGB. This was presented to the board and the PCC agreed the use of £170k from reserves to fund voluntary redundancies.
15. Provisional Outturn: Deferred.
16. Transformation and Change: The Board received a report authored by DCC Sandall with detailed overviews on a number of transformational projects and Budget Sustainability Plans to overcome the deficit and deliver a sustainable budget in 2024/25. The PCC acknowledged and appreciated the hard work gone into this. The PCC requested the Force bring back some long-term sustainability plans. The PCC expressed concerns of repeated redundancy processes and suggested removing all possible redundancy posts and re-recruiting if needs be.
17. HMICFRS: Deferred.
18. AOB: Cyber resilience and Force Management Statement: Deferred.
19. The actions captured and discussed within the Corporate Governance board are tracked by the OPCC for completion and the performance reviewed.

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



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

CORPORATE GOVERNANCE BOARD

30th May 2024

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Clare Hornbuckle – Evaluation and Scrutiny Officer, Office of the Police and Crime Commissioner

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Please note that Operational Summary has been redacted as not suitable for public domain.

*Please note that some items were deferred during the CGB meeting due to time constraints.

1. Overview, attendance & purpose

Overview

Chaired by the Police and Crime Commissioner, the Corporate Governance Board is attended by both the OPCC and the Chief Officer Team who meet roughly every 8 weeks to discuss and highlight the performance of Leicestershire Police force, allowing the PCC to challenge, scrutinise and discuss potential support from the OPCC. Below is a report detailing the discussions of the meeting held on the 30th May 2024.

Attendance

Office of Police and Crime Commissioner

Mr Rupert Matthews (Police and Crime Commissioner)
Claire Trewartha (CEO)
Miss Kira Hughes (Chief Finance Officer)
Mrs Lizzie Starr (Director of Governance and Performance)
Mrs Clare Hornbuckle (Evaluation and Scrutiny Officer)

Office of Chief Constable

Mr Rob Nixon (Chief Constable)
Mr David Sandall (Deputy Chief Constable)
Mr Chris Kealey (Head of Communications and Engagement)
Mr Paul Dawkins (ACO FR)

Apologies – Mr Chris Kealey (Head of Communications and Engagement)

Purpose

The purpose of the Corporate Governance Board is to allow the PCC to carry out their statutory duty of holding the Chief Constable to account on behalf of the public. The board consists of both reports, presentations and verbal discussions guided by the Chair on key areas such as performance, corporate risk, recruitment, HMICFRS, among other measures. This report is to highlight the main points covered in the latest CBG, in the following format:

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

2. Urgent Business

Overview: Where urgent business items are discussed at CGB that are of interest to the panel, these will be included here.

Force update: CC Nixon updated the board that £10m fund made available for security around elections. As of this meeting, a total of 7 bids have been submitted, two of which are from Leicestershire and have been successful. CC Nixon informed the board that one of these is for supporting the Police and Crime Plan and one is for increasing controls on policing elections. The board were informed that Leicestershire Police are appealing retrospectively for a grant to cover 80 hours of bank holiday police officer overtime which occurred over the recent bank holiday, to police a meeting with the Prime Minister.

CC Nixon stated that there is an expectation that each force will have an Op Bridger SPOC for a 2-year period to circulate guidance and information and oversee the safety of elected bodies. While Op Bridger supports currently elected MPs, this programme will support other elected officials. Impact and risk are that the Force cannot recruit for this but need to extract an officer from the front line, resulting in a net loss. CC Nixon stated that they have been approached by an MP for guidance on elections and hustings and what that means locally and what MPs should prioritise and factor in for safety. The Force are looking to align guidance with the rest of the country and begin comms.

CC Nixon provided an update to the board regarding upcoming operational demand, explaining that the Force are entering a period of 6-8 weeks of exceptional operational demand. Events include Download festival, Kasabian gig, football quarter and semi-finals, Euro convention, as well as the HMICFRS PEEL inspection.

PCC response: In relation to the meeting with the Prime Minister, the PCC stated that the Force will likely see more high-profile visits in the future as well as local visits. PCC passed on thanks for bidding for additional funding to support operational work.

3. Operational Performance

a. Response Performance including All Reasonable Lines of Enquiry (dip-sample)

Overview: A Gold Group has been established in Force for managing response times. This group functions to identify early indications for pressure causes and allow for resource planning to improve performance and achieve stability long term.

Force update: The board received a report authored and presented by ACC Streets. The Force closed the 23/24 fiscal year with an average response time of 15m 35s for emergency calls, an improvement on the previous year's average of 16m 11s. There is no national target for emergency responses, therefore the Force have set a local time of 15 minutes for response in an urban area, and 20 mins for rural due to resource and travel time. The Gold Group has identified early indications for previous pressure causes including increased operational demand, 24 football matches, reduced mutual aid, festivals etc which need to be planned for with regard for the fact that much of the front-line officers have less than 5 years of service. The Force have previously trialled using digital technology and video interaction to deal with grade 2 jobs which previously had an officer dispatched to them. The board was informed that there has been positive initial feedback, and the Force are looking to roll virtual interactions out further to increase officer's time and capacity.

On burglary specifically, ACC Streets explained that the Force closed the business year at 14 mins 17 seconds average response times for Burglaries on emergency response (within 15 mins), and that non-emergency responses averaged within 5 hours, explaining that residential burglaries and shed breaks are all captured in one umbrella of 'residential burglary'. ACC Streets explained that often people report burglaries when they return home from work or holiday, and don't always require an immediate response as the assailant/s are long gone. ACC Streets explained that Op Forefront – Detect (Leicestershire Police's transformation programme) should contribute to reduced response times. ACC Streets went on to explain that the Force have undertaken an audit of compliance and found an area where the Force could improve offer around 'cocooning', which relates to cascading advice for neighbouring properties of burglary victims on self-protection on advice. It was understood by the board that weekly threat meetings chaired by a DCI in Force, and that community safety partnerships are also looking to help standardise and improve cocooning locally. Since Op Forefront Detect commenced on 1st Jan, the Force have seen increased positive outcomes consistently.

The Force's report also stated that weekly threat meetings are held across all NPAs, and a bi-weekly tactical burglary group chaired by a DCI ensures that delivery plans remain focused in the right areas and on the right people.

PCC response: The PCC queried the difference between 'emergency' (grade 1) and 'priority' (grade 2). ACC Streets explained that threat, harm and risk determine the grading. 'Emergency' referred to an immediate threat to life, offenders still on scene, or need for evidence preservation. Priority incidents are not at that level in the sense that attending within 15 minutes would likely not affect the outcome of a case, but there is still a need to attend within two hours.

It was stated in the report that the Force have an overall 15% detection rate. Lizzie Starr queried whether the Force had an idea of where they want to be pitching in terms of percentage for burglary. ACC Kerr responded that the ambition is always to be in the top quartile nationally. Top performing forces now are all in double figures so that is the Force's ambition currently. Of the Most Similar Forces Group, the highest performing force is at 15%. CEO Trewartha stated the report says the outcome rate has gone up since previous year but not by how much, and that the PCC would benefit from knowing these comparisons to understand trajectory.

Lizzie Starr queried a potential correlation between attendance times and outcomes and whether the delay in responding lead to a deterioration of evidence for example, which would impact conviction rates. ACC Kerr explained that call handlers are trained to ask for investigative opportunities in terms of evidence. Lizzie Starr went on to query what preventative work is being undertaken in relation to burglaries for summer (increased burglaries, open windows etc) and whether there was anything the PCC can support with. ACC Kerr responded that Layer 3 crime board is planning for activity over summer and stated that the PCC/OPCC has a standing invite to that board. Next board is on Monday 3rd – ACC Kerr explained that this is a perfect opportunity for OPCC to attend and identify support opportunities.

The PCC requested that as a general rule, all figures and percentages in reports have context in the form of previous figures for comparison and understanding trajectory.

b. Contact Management Department Response

Overview: This item is an update to a report from previous CGB. Contact Management Response has been monitored closely by the Force through a Gold Group to manage significantly increased demand in the department.

Force update: The Force has seen an increase of 17,000 emergency calls in the 23/24 year compared to previous year. A critical incident was declared in June 2023 to manage increased demand in CMD under a Gold Group. Looking at this yearend, 87.2% of emergency calls were answered within 10 seconds. At the close of March 2024, the average time to answer was 4.93 seconds for 999 calls and the Force are currently well in excess of targets set locally for non-emergency, which the Force will try to sustain.

The board were informed that Right Care Right Person has strengthened under Gold Group activity, as this has increased many available services with effective plans in place for additional services. ACC Streets explained that the Force is heading in the right direction for managing demand and has seen a reduction of 285 incidents created and attended 2,500 less RCRP incidents, increasing capacity for front line officers. The 2025/26 Transformation Programme will continue to strive to reduce demand on CMD.

PCC response: The Chair congratulated the Force on their improvements made.

CEO Trewartha asked whether the Force or OPCC could do anything to encourage non-emergency reporting online to reduce demand on call centre. The Force stated they are seeing increases in single online home reporting and that there is a general understanding nationally that emergency services are the only 24/7 accessible phone service and the Force cannot change this. CC Nixon explained that there is a planned comms campaign help to make people aware of reporting online but that the team need to find the right balance between diverting calls and providing the support to concerned members of public. CEO Trewartha queried why any non-emergency calls are answered during unsociable hours, Force responded that people may require support or updates on their cases at any time of day or may feel more comfortable reporting on the phone and don't want to remove that service.

Lizzie Starr asked if there was a difference in satisfaction rates between phone reporting and online reporting. ACC Streets agreed to review this and share with Mrs Starr.

C. Force Strategic Assessment

Overview: The Force completes an annual Strategic Assessment which provides an overview of long-term crime and issues affecting Leicestershire. It is used to drive the business of the Strategic Tasking & Co-ordination Group (ST&CG), aid business planning, inform resource allocation and assist in the formation of the control strategy. The assessment is completed utilising the Management of Risk in Law Enforcement (MoRiLE) assessment tool. This approach has been used to assess both operational and non-operational areas of business.

Force update: The board received a brief report authored by Supt James Avery, stating the following:

On 18th April 2024, the ST&CG was convened allowing Senior Leaders to consider the findings of the Strategic Assessment. This led to a recommended Control Strategy as follows:

- *Modern Slavery and Human Trafficking*
- *Drug Supply*
- *Rape*
- *Domestic Abuse*
- *Child Sexual Abuse and Exploitation*

The following cross cutting themes as service priorities were identified:

- *Service to Vulnerable Victims*
- *Service to Violence Against Women and Girls*
- *Service to fighting Organised Crime*

In respect of Business priorities and cross cutting themes the following were identified:

- *Digital capability (cross cutting)*
- *Financial (cross cutting)*
- *Information Technology*
- *Contact Management*

The Strategic Assessment and proposed Control Strategy for 2024 – 2025 have since been agreed by the Force Executive Group.

The report was taken as read.

PCC response: CEO Trewartha touched on the Strategic Policing Requirement, stating that she wants to ensure the PCC narrative in their Police and Crime Plan is reflective of the Force's and that all appropriate considerations are made.

4. Finance

a. Transformation and Sustainability Plan Update

Overview: Leicestershire Police were presented with a budget deficit of £5.4m due to budget cuts and increasing costs. The PCC has been closely monitoring the planning for managing the budget deficit with intent to support the Force and approve funding decisions where reasonable and beneficial to do so.

It was agreed as an action in the CGB meeting of March 2024 for the Force to bring a full paper on a proposal to use £170k of reserves to the May CGB for discussion and sign off.

Force update: CC Nixon wanted to acknowledge the effort being put into maintaining operation standards while re-modelling fiscal challenges and that the Force are in a good position given the context. The Force explained that non-pay savings are being made already, reducing need for further loss of people. DCC Sandall continued the verbal updates relating to the paper, explaining the unexpected operational demand faced by the Force regarding the disorder in East Leicester. DCC Sandall explained that this incident led the Force to increase resource and preparations for other possible similar incidents and that non-cashable efficiencies need to be achieved to support this demand.

Discussion was held around the cost pressures incurred on the Force as a result of the recent XL bully legislation. The problem presented to the board was that the £350,000 budget for XL bullies and dangerous dogs (£250k after resource re-allocation), is not sufficient against the forecast cost of £600,000. DCC Sandall informed the board that Leicestershire have the least amount of money in the country for kennelling. It was explained that the demand stems from seizing the dog, injections and temporary kennelling, and that the costs are coming directly back into policing. DCC Sandall continued that the Force want support for national funding and requested the PCC to lobby and highlight this issue nationally. DCC Sandall explained that the budget for dog seizures used to be £60k per year, now it's a predicted £600k per year cost. The board were informed that Supt Johnny Starbuck is looking at a new process of effectively giving the dogs back to owners with an indemnity.

The board were informed that the current vacancy rate (the percentage of posts that are current vacant) is 4.77% which is under the 6% target. It was noted by DCC Sandall that there was 'more to do' but the board should note the positive progress so far.

PCC response: CEO Trewartha asked what the force would class as a manageable sustainable vacancy rate, to which DCC Sandall responded 1.5-2%.

The PCC asked, if savings with particular roles can be made using AI, how would the Force make this change if staff don't leave for other roles. Force responded that compulsory redundancies would support this move, and that impact and risk assessments are made for each of these changes. The Chair queried what would happen if nobody took voluntary redundancy in an area where it was needed, to which the Force confirmed that compulsory redundancy would then be carried out.

Kira Hughes queried the current 4.77% vacancy rate asking specifically how many posts are captured in this figure. DCC Sandall responded that this captures 40 vacancies excluding IT and CMD.

The PCC asked for a Force definition of a sustainable budget. CFO Dawkins responded that they see it as 'living within means' and that the budget can be balanced, by looking at whether the spend outweighs it. CFO Dawkins reinforced that demand is increasing, resources are reducing, and the gap between the two is widening. The PCC asked for a Force definition of sustainable saving to which CFO Dawkins summarised 'something repeated year on year', such as if a role was removed.

The PCC queried where the Force was currently at with redeployment, to which CC Nixon explained that as part of redundancy there might be redeployment opportunities, and the Force might wish to move people to other roles such as looking at investigative desk space skills. Force however stated that this discussion should be for another meeting where the board can go into more depth.

The PCC went on to query the Force's preparedness for removing more roles. The PCC asked whether the Force maintain a big document identifying which roles could be removed if needed. DCC Sandall responded that the Force have areas identified and keep this information. CC Nixon continued that the Force would not remove whole departments as you lose key functions but would instead likely trim from multiple areas to mitigate. CC Nixon went on to state that Leicestershire is currently one of the leanest forces in the country.

Kira Hughes sought clarity on whether contingency plans were in place for possible different government announcements in relation to funding. The PCC commented that any increases in funding were not forecast which was agreed by the board.

The PCC later provided 6 formal responses to the board. These were:

1. The PCC notes the report and progress appreciates the efforts made by the Force on the work so far and appreciates the emotional impact this work will have had on staff.

2. The PCC notes the Force's approach to close the budget gap and be financially sustainable for 2024/25. The Chief Constable is required to bring to the next Corporate Governance Board a report on progress to close the budget gap, for 2024/25 including further removal of staff posts where necessary. It is requested that the Chief Constable shows clearly which savings are sustainable through into 2025/26 and provides thoughts on a plan for balancing for the next financial year.
3. In relation to the removal of posts within the Force the PCC considers this to be an operational decision, the PCCs role is to hold the CC to account for the delivery of an efficient and effective service. The Force can brief on service impact rather than the justification of removal individual of posts.
4. **PCC agreed to the use of £170k from reserves for the VR posts.**
5. The PCC will need to consider further investment into prevention activity, across the OPCC, VRN and Force. The CC is welcome to bring an activity update on the business case that was approved for the Prevention Directorate in January 2024.
6. In relation to the hotspot funding the PCC still has concerns about abstraction of officers from NPAs for this purpose for a long period of time. The PCC has requested, in separate communication reassurance on how those areas affected will have the impact mitigated. He would welcome the CC setting that out within a business case to consider utilising the external funding from the Home Office ASB hotspot funding for the purposes outlined in this report in between CGB meetings.

b. Provisional Outturn (item deferred)

5. Transformation and Change

Overview: Recurring CGB item.

Force update: The board received a report authored by DCC Sandall with a briefing on the progress of the Operation Forefront Transformation and on the Budget Sustainability Plans to overcome the deficit and deliver a sustainable budget in 2024/25.

The report set out detailed overviews on a number of transformational projects including Operation Forefront which sets out a clear vision to be a leading force in the country, delivering high quality policing that local people trust, as well as IT capabilities, community engagement, workforce upskilling and budgetary challenges and achievements.

PCC response: The PCC acknowledged and appreciated how much work has gone into this.

The PCC requested that in July 2024, the Force bring back a plan of sustainability for 24/25 and be clear on definition of sustainability. It was stated that going into this period the Force have £5.4m dedicated on 1.5-2% vacancy rate. CC Nixon requested that the PCC bring forward discussions around income generation in between CGBs to alleviate time pressures. PCC suggested if there is a time pressure and if it is necessary to have another meeting before July, this can be arranged and income generation to alleviate cost pressures in upcoming years can be discussed there.

The PCC stated that in terms of redundancies, based on his own experience his preference would be to remove all possible redundancy posts in one go to avoid repeating the process over and over, and if money becomes available to re-recruit, that this could be dealt with in the future.

6. HMICFRS

PEEL inspection – Force Prep and Strategic Brief (deferred)

Overview: Carried out by HMICFRS, the PEEL inspection is a regular assessment of police forces in England and Wales. Using inspection findings, HMICFRS use professional judgement to assess how good forces are in several areas of policing. Most of these areas are then graded as outstanding, good, adequate, requires improvement, or inadequate. The intense inspection weeks begin in Force on 15th of July for 2 weeks. The PCC requests regular updates from the Force on their preparedness for these inspections, offering support and full engagement with HMICFRS where possible.

Force update: Item deferred due to time constraints.

7. AOB

a. Cyber Resilience (deferred)

b. Force Management Statement (deferred)

End of meeting

Date of next meeting: 30th July 2024



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

Your Communities - Your Commissioner

Police and Crime Panel for Leicester, Leicestershire and Rutland

23rd September 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.**

Report Date	9 th August 2024
Report Author	Kira Knott, Chief Finance Officer
Security Classification	Not Protectively Marked

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

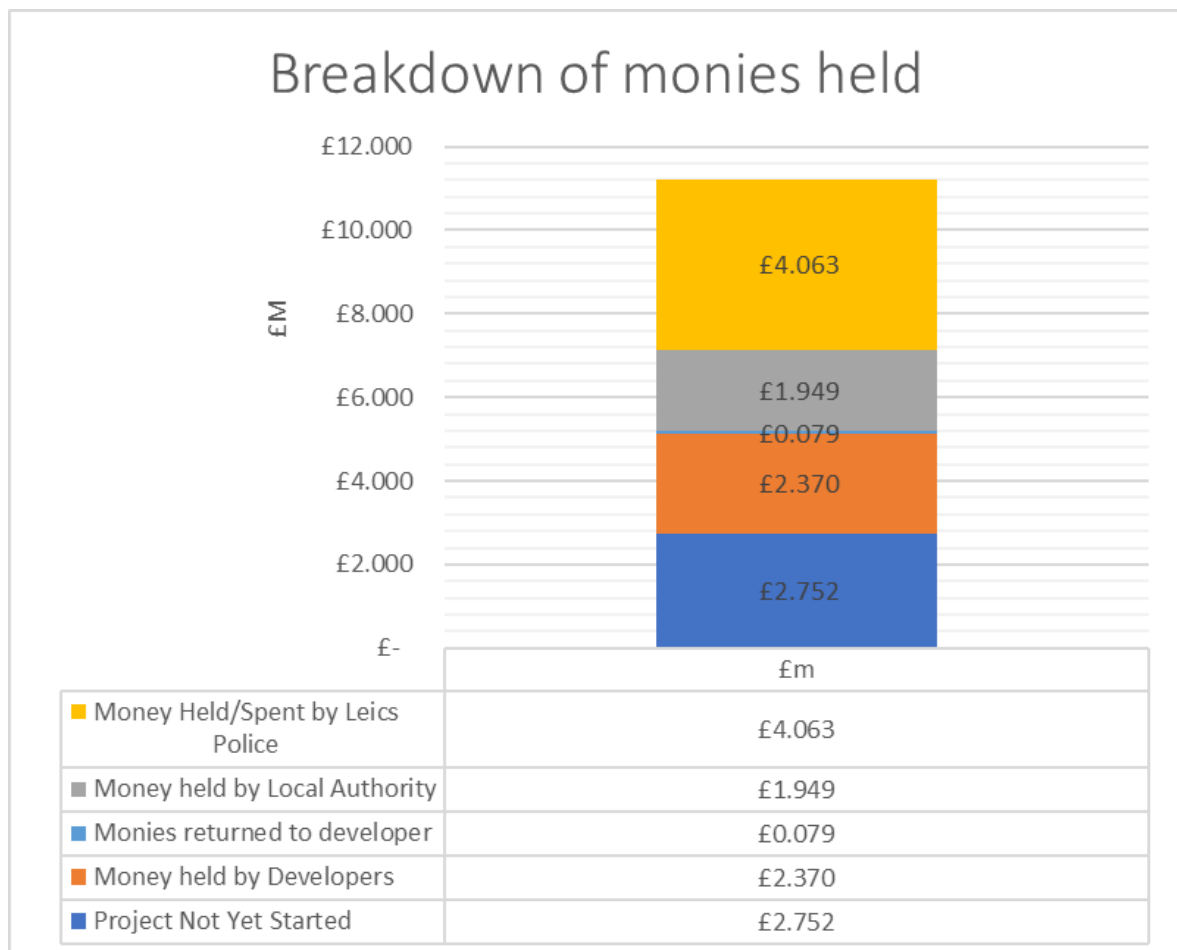
3. In their role to scrutinise the actions and decisions of the PCC, the Commissioner requests that the panel examines the contents of this report.

Background, Relevant Data and Trends

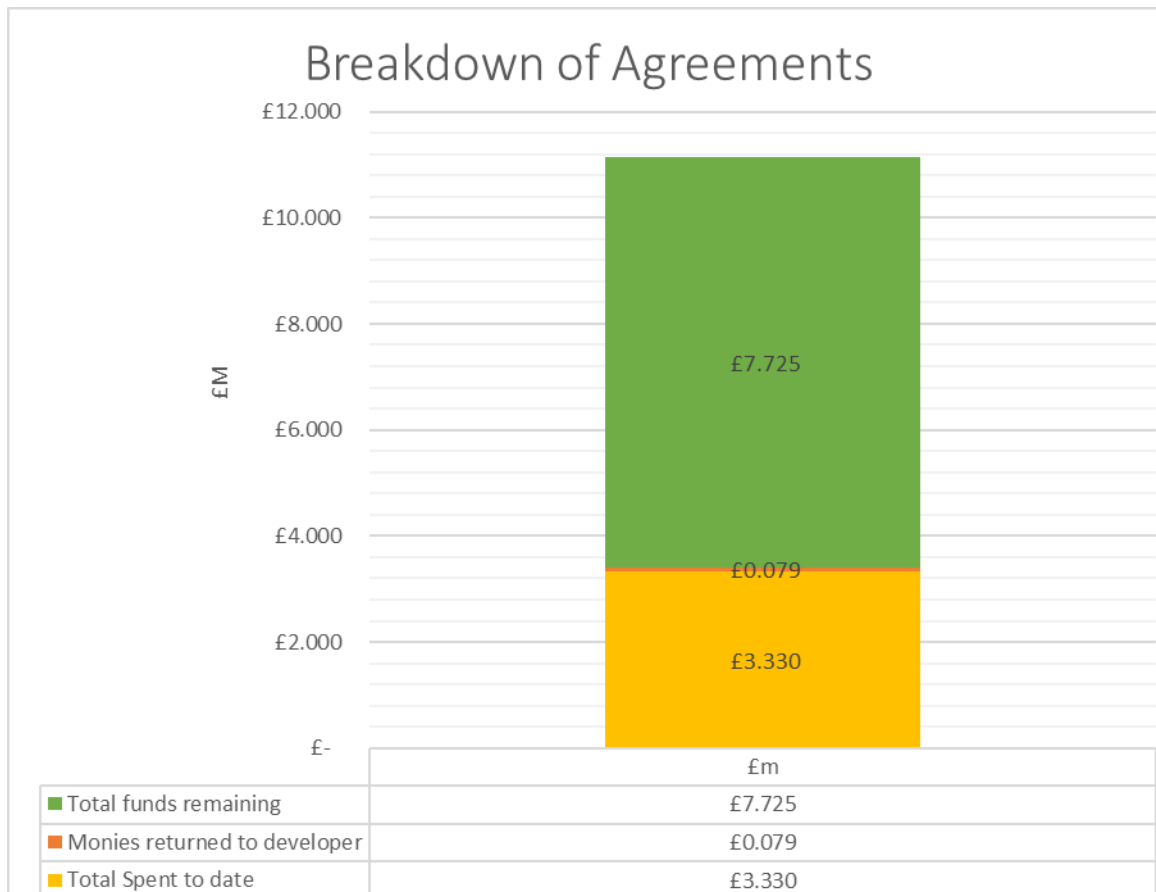
4. The Police and Crime Panel endorsed the recommendations in the Task Group report S106 review which was presented to the Police and Crime Panel on 14th December 2022. The recommendations were as follows:
 - A. The Force to take steps to repurpose s106 agreements that are no longer viable through liaison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

Update on Progress

5. The Force's S106 Contribution officer has met with the S106 officers for each of the District and Borough Councils in the County and Rutland. Separate bi-monthly or quarterly meetings now in place with all Local Authorities.
6. Achieving drawdown of monies from agreement due to expire within the next 12 months is a key priority for the Force.
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 in the below chart is a breakdown of the S106 Agreements. Column 1 shows the where the total funds are currently held. £2.8m of agreements have not yet hit the trigger points and £2.4m is held by the developer. £1.9m of agreements are held by the local authorities. The remaining £4m is held by Leicestershire Police



10. The following charts shows of the £11.2m agreements £3.3m has been spent. To date £9k of S106 has either expired or not been utilised therefore has gone back to the developer.



11. Set out below are a number of projects which have been identified as capital projects and meet the criteria to be funded from S106.

Project	Budget	Received	Outstanding
1. Firearms Building	£370,000	£306,196	£63,124
2. Nato helmets	£52,000	£41,202	£8,798
3. Specials Van	£17,000	£13,130	£3,870
4. Electric vehicles	£170,000	£74,041	£95,959
5. Evidence Gathering Equipment	£15,000	£15,000	0
6. CMD	£285,000	£126,334	£82,403
7. Occupational Health	£175,000	£126,334	£43,650
8. Lutterworth Office	£60,000	£60,000	0
9. Oakham Police Station	£70,941	£70,941	0
10. NWL Police Station Car Park	£94,983	£94,983	0
11. Training Equipment	£95,806	0	0
	£1,309,924	£895,334	£414,590

12. Since March 2024 a number of expression of interests have been submitted for new developments. The Commissioner is committed to ensuring that for all new bids 50% of the

funding is to be spent within the vicinity of the development. The Commissioner recognises that policing has evolved, and there are areas of policing that are held centrally but service all of Leicester, Leicestershire and Rutland. Therefore, the Commissioner has agreed that 50% of bids can be submitted to support this. To date there has been one bid successful agreed and has not yet hit the trigger point.

13. Letters have been sent to two Local Authorities requesting a review in the way in which monies is drawn down by Leicestershire Police.

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

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