

**POLICE & CRIME  
COMMISSIONER FOR  
LEICESTERSHIRE**

**POLICE AND CRIME PANEL**

Report of	<b>POLICE AND CRIME COMMISSIONER</b>
Date	<b>WEDNESDAY 26 JULY 2017 – 1.00 P.M.</b>
Subject	<b>POLICE AND CRIME COMMISSIONER ANNUAL REPORT 2016/17</b>
Author	<b>ANGELA PERRY, HEAD OF GOVERNANCE</b>

**Purpose of Report**

1. For the Police and Crime Commissioner to present his Annual Report for 2016/17.

**Recommendations**

2. To note the 2016/17 Annual Report of Lord Willy Bach for the period 12 May 2016 to 31 March 2017.

**Context**

3. The Annual Report for 2016/17 is the first annual report of Lord Willy Bach who was elected to office on 12 May 2016. Lord Bach's own Police and Crime Plan was published on 31 March 2017. This annual report updates the Panel against the objectives contained within the Police and Crime Plan of the previous Police and Crime Commissioner and the activities of Lord Bach since coming into office.
4. The Panel can make comments on the content of the annual report to which the Commissioner will respond before publication.
5. Prior to publication the annual report will be formatted into the corporate design of the PCC and include relevant images where appropriate.

**Implications**

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

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

**Equality Impact Assessment:** An Equality Impact Assessment was produced for the Police and Crime Plan 2013-17 which is relevant for the Annual Report.

**Risks and Impact:** None identified.

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

**List of Appendices**

Annual Report 2016/17

**Background Papers**

None applicable to this report.

**Persons to Contact**

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**Police and Crime Commissioner****Annual Report 2016-2017****Foreword**

It's now a full 12 months since I took on the role of Police and Crime Commissioner for Leicester, Leicestershire and Rutland. What a privilege and an honour it has been to represent the place I call home and I've thoroughly enjoyed my first year.

In many ways it has been a tougher role to fulfil than I anticipated and incredibly complex. I've had to accept quite quickly that money, or rather the lack of it, governs how much innovation and progress can be realistically achieved. There simply isn't the funding available to do everything I want to do but we have managed to make positive changes to what we do already to improve efficiency and performance. Also, my first budget has paved the way for a stronger and more visible policing presence in our communities with the addition of a further eight extra police officers across our force area as well as new approaches for managing demand.

My Police and Crime Plan will help us to focus our precious resources, and to some extent those of our partners, in a way that not only maximises public safety but ultimately increases how happy local people are with their policing service. We consulted extensively during the drafting stages of this Plan and the resulting priorities are those that local people have told us are important to their wellbeing.

"Prevention" underpins all of the ambitions I have for the future. I believe that if we can help people to overcome the issues that drive them to commit crime we will help to break the reoffending cycle. To do this, we're commissioning services that support people and provide practical solutions to issues such as addiction, abuse, homelessness or unemployment.

I have also introduced my Prevention Fund which will help voluntary and third sector groups support the public safety goals in my Police and Crime Plan and confront pressing community issues.

Over the year I've met huge numbers of residents, volunteers, charities and support workers to find out how we can do things better and identify gaps that exist in service provision.

Talking is so important. The ability to problem-share, to put our heads together for the good of all, is already changing lives. We've seen it in Countesthorpe, New Parks and Sharnford where problems such as antisocial behaviour and speeding are being ironed out in public and organisations are rolling their sleeves up to get it fixed. Together.

The future will bring its trials. Cybercrime, terrorism and other emerging threats to public safety will test our resolve. I will continue to fight for a fairer funding deal for Leicester, Leicestershire and Rutland but I'm confident that Leicestershire is well-placed to rise to these challenges and more.

Lord Willy Bach

## **Introduction**

Police and Crime Commissioners (PCCs) were introduced in 2012. They are elected by the public to hold Chief Constables - and the police force - to account, effectively making the police answerable to the communities they serve. PCCs were designed to bring communities and the police closer together, delivering services that reflect public need and expectations.

Public engagement, consultation and relationship building is a core duty. We help to bridge the gap between police and the people they protect by inviting continuous feedback, discussion and debate.

As Leicestershire's PCC, I maintain responsibility for policing throughout the county, which includes the City and Rutland, and for holding the Chief Constable to account for police performance. The Chief Constable is responsible for operational decisions and the delivery of policing services.

Part and parcel of my role is working with community safety partnerships, local authorities and the local criminal justice board in our joint efforts to prevent and reduce crime. The publication of my Police and Crime Plan provides the focus for all public safety activity and enables the force and its web of safety partners to work towards unified goals.

As PCC, I hold the multimillion pound police budget and have responsibility for commissioning services which support victims of crime, safeguard vulnerable people from future victimisation and help offenders break their crime habits and return to a law-abiding lifestyle. I also distribute grants from my Prevention Fund to community organisations, charities, voluntary and third sector projects whose objectives complement those in my Police and Crime Plan.

## **Snapshot of the year**

### June

I promised action to help residents affected by antisocial behaviour in Countesthorpe. My intervention led to a successful partnership approach in which the police, council and other agencies worked together, leading to a fall in ASB complaints and incidents.

### July

I became the first PCC to speak in the House of Lords when I told Peers that I am yet to be convinced that bringing fire and rescue services under the governance of PCCs will bring benefits to either the services themselves or the public they serve.

### August

I launched the largest public consultation exercise ever undertaken in Leicestershire to establish public priorities for my Police and Crime Plan. Engaging with local people is a key priority for me and I will continue to listen to their concerns.

### September

Kirk Master agreed to become my Deputy. Kirk has a unique understanding of policing requirements and in his former role at the Home Office he was the national lead for juveniles. He has a reputation for delivering change in challenging environments and brings a wealth of experience to my office.

### October

I supported the local community's work to tackle speeding problems in Sharnford - an issue that so many people are concerned about across Leicester, Leicestershire and Rutland - helping to achieve a positive outcome for local people.

November

I agreed to invest £33,000 in CARA, an innovative project designed to break the cycle of domestic abuse. CARA aims to intervene at the earliest opportunity. The project delivers workshops to offenders who have committed low-level severity domestic abuse incidents, giving them an insight into the impact of their behaviour and helping them to develop positive strategies to change it. Research shows the approach is already having a positive impact with a 50% reduction in reoffending for those who have engaged in CARA workshops 12 months' post intervention.

December

Launch of a new information card scheme alerting public transport workers to vulnerable passengers who need extra help in a bid to tackle hate crime. More than 20,000 Better Journey cards have been distributed and are aimed at letting a bus driver know when a passenger needs extra help and offering them a safer journey.

January

My proposed budget for 2017/18 was unveiled ahead of its presentation to (and subsequent approval by) the Panel. It was a budget which asked Council Tax payers to contribute a little more towards policing, allowing Leicestershire Police to recruit additional officers.

February

I visited the hugely successful WIRE project (Working in Rehabilitation & Employment), where I was pleased to meet people who had been supported out of the cycle of crime. The initiative matches up ex-offenders with two-week unpaid work placements with local businesses to help them access work experience and acquire a positive reference from an employer. I have agreed to fund the project with a £40,000 grant for the next two years.

March

My Police and Crime Plan is formally launched with around 100 stakeholders and partners signing up to support its delivery.

**The Development of the Plan**

From the outset I was determined that my Police and Crime Plan would reflect **not only** my own views **but also** truly responds to the thousands of people good enough to let me know what their priorities are.

So, in late August 2016 I launched a consultation with stakeholders, partners and the public to ensure that my plan reflected the views of local people. This work included a web-based survey promoted throughout the force area and a telephone survey representative of the population in Leicestershire.

More than 6,000 invitations to complete the web-based survey were sent and 1,105 surveys were completed. Invitations were circulated to three target audiences:

- Internal personnel (police officers and staff)
- Members of the public
- Stakeholders (councillors, MPs, etc)

The final Plan encompasses their views and builds on the work of my predecessor while emphasising new ambitions and themes to improve policing across the force area.

Over 100 stakeholders and partners joined me in March this year to formally launch the Plan, following its approval by the Police and Crime Panel. Since then it has been shared widely with partners, stakeholders and key agencies and either a full copy or summary leaflet can be found on my website.

## **Aim of Plan**

My overall ambition is to ensure policing across the force area is efficient, effective and above all meets our needs and expectations.

'Crime prevention' is central to my vision for a safer Leicestershire with the delivery of practical help and mentorship to give offenders every opportunity to reform their behaviour. I made clear my determination to invest in services which motivate, inspire and re-educate victims and offenders to make better life choices and ultimately reduce demand on policing services.

A further area of focus has been the simplification of the current commissioning arrangements and the decision to offer longer-term funding grants, where possible, to protect the future of critical services.

I have committed to a two-year funding grant to Leicestershire Cares which will amount to £40,000 per year for its WIRE Project (Working in Rehabilitation & Employment).

The initiative aims to match up ex-offenders with two-week unpaid work placements with local businesses in an occupation of their choice.

The scheme helps ex-offenders motivated to change their lifestyles to access first-hand work experience and acquire a positive reference from an employer.

The Plan made clear my five key priorities and work is now firmly entrenched to enable delivery of:

- Viable Partnerships
- Visible Policing
- Victim Services
- Vulnerability Protection
- Value for Money.

My next annual report will show the progress made against these priorities.

## **Meeting People**

Good policing is about meeting the expectations and the needs of the public. Throughout the year I have listened to people which has helped me to leverage resources to resolve problems and bring the necessary people together to keep crime at bay.

Since May 2016, when I assumed office, I've taken part in 131 engagement events – more than double the previous year. These included attending community forums, visiting schools, taking part in street patrols and, along with the Chief Constable, holding 'What matters to you?' events which give members of the public the opportunity to ask questions about policing and community issues. In addition, I had 177 meetings with other organisations and was interviewed by media organisations on 38 occasions.

## **Monitoring Force Performance**

Since my election I have held weekly meetings with the Chief Constable and his team to discuss police performance. This persistent scrutiny enables us to identify any fluctuations rapidly, a position enhanced by quarterly formal performance reports presented to the

Strategic Assurance Board, which I chair, alongside senior officers from both the force and my own office.

In addition to this, I presented regular performance reports to the Police and Crime Panel which were subjected to close examination.

During the 2016/2017 year the force has continued to manage demand challenges and, in doing so, broadly control crime levels. The performance snapshot below acknowledges the positive multiagency progress to tackle antisocial behaviour and how the force is encouraging greater numbers of victims to report hidden crimes such as domestic abuse, hate crime and sexual violence.

The reduction of centralised police funding and an increasing population obviously carries an impact on our capacity and resilience. It concerns me that in the context of this population growth, police officer numbers in Leicester, Leicestershire and Rutland have reduced by 547 since 2009, a reduction of 23%. The full impact of this reduction becomes apparent when it is noted that currently the policing area has one officer per 599 residents whereas in 2006 there was one officer per 430 residents.

Performance is judged in many guises, from recorded crime to victim satisfaction, from money saved, to the time taken to answer a call for assistance and so on. There are detailed performance reports on my [website](#) and still more information can be found on [www.police.uk](http://www.police.uk), on HMIC's website and, of course, [Leicestershire Police's](#) website.

#### Calls for assistance

I have made my ambitions clear with regard to the 101 non-emergency number. My Police and Crime plan included proposals for a multi-service 101 hub to reduce demand for frontline policing services and ensure the public receive swift help for a variety of different issues.

To ensure calls are answered as efficiently as possible, a targeted performance improvement programme has been introduced alongside a review designed to match resources with demand. In addition, call-back options have been introduced and work is underway to shift demand from non-emergency calls to e-contact channels.

On-line reporting of crime has also been introduced which should lead to further reduction in non-emergency call volumes.

The volumes for the year can be seen below.

<b>Number</b>	<b>2015/16</b>	<b>2016/17</b>
<b>101</b>	502,699	492,409
<b>999</b>	127,614	136,055

#### Crime

Nationally, reported crime increased in 40 out of the 43 forces in England and Wales in comparison to 2015/16 and in Leicester, Leicestershire and Rutland we saw a rise of 8068 crimes over the previous year. At the time of writing the national crime comparators are not available, but throughout the year it has been clear that Leicestershire's grip on crime trends is more tenacious than most other forces in England and Wales. For that I am grateful to our outstanding Chief Constable and the formidable team that comprises Leicestershire Police.

I am aware that a rise in some of the larger volume crime categories accounts for some of the increase seen, alongside the inclusion of Malicious Communications and “Revenge Porn” which have added almost 1,300 offences to - almost 2% of total crime.

The confidence in Leicestershire Police aided by some effective awareness campaigns is verified by the increase we saw over the year in reports of Hate Crime, Sexual Violence and Domestic Abuse. We have all worked hard to encourage people to report this type of crime, an approach that appears to have been successful. There has also been an increase in the reports of Child Sexual Exploitation due in no small part to a campaign to heighten awareness of CSE with the film Kayleigh’s Love Story.

### **Burglary**

There was a small increase (98) in the number of dwelling burglaries over the year.

Burglary Dwelling rates continue to follow seasonal offending patterns, with a peak at the end of the calendar year (although this was somewhat lower than in previous years). Overall levels are currently well within the bounds of expected performance and satisfaction levels for those unfortunate enough to be a victim of burglary continue to be strong – and currently stand at 82%.

### **Vehicle Crime**

Early in the year, theft of a motor vehicle reduced, but latterly we saw the figures rise once again, leading to an overall annual increase of 52 offences. Continued, intelligence-led policing activities continue to be deployed to target the perpetrators of these crimes.

### **Violent Crime**

Levels of ‘violence against the person offences’ (which include offences such as actual bodily harm and grievous bodily harm) rose at the start of 2016-17 and have remained higher than we would wish. I’m reassured that it is considered this is reflective of greater reporting nationally.

On a positive note, the satisfaction levels (with the service they have received from Leicestershire Police) for victims of overall violent crime is now above 75%.

### **Antisocial Behaviour**

ASB levels followed the customary pattern of decline during autumn and winter with an increase building over the spring and summer period. The continued use of the repeat caller database has enabled neighbourhood teams to problem solve more effectively in persistent cases. This work has now also expanded to include partnership agencies so that a multi-agency response can be applied to callers of high demand.

Public satisfaction with the way ASB is addressed is also increasing which is a reflection of the joined-up approach with our partners.

### **Domestic and Sexual Abuse**

The higher levels of ‘domestic violence without injury’ offences represent an increased confidence in reporting among victims and an opportunity to support and engage with those who have come forward to prevent less serious abuse escalating over time.

In the last few months of the year, reports of ‘Domestic violence with injury’ began to reduce following a period of sustained increases. The level of recorded rape offences has continued to rise over the past four years which is again consistent with increased confidence.

I am also helping fund a major campaign to increase the number of successful prosecutions for rape which will be launched later this year.



## **HMIC Views**

Leicestershire Police was subjected to a number of assessments conducted by Her Majesty's Inspectorate of Constabularies over the year.

During its most recent annual inspection of police effectiveness, efficiency and legitimacy (PEEL), HMIC assessed how effective Leicestershire Police is at the following five core areas of policing:

- Keeping people safe and reducing crime
- Preventing crime, tackling antisocial behaviour and keeping people safe
- Investigating crime and reducing reoffending
- Protecting those who are vulnerable from harm and supporting victims
- Tackling serious and organised crime

The force was graded 'good' across a number of critical areas including dealing with serious and organised crime, working well with partner organisations, pursuing suspects who present a high risk to others and managing the risk posed by dangerous and sexual offenders. This performance is especially pleasing given the ongoing population demands on the force, restricted central funding and a greatly reduced frontline.

However, in my response to HMIC I vocalised my disappointment at the same report's conclusions that the force "requires improvement" when it comes to its investigative capability and the protection of vulnerable people. Leicestershire Police is committed to providing the highest quality service across all areas of policing and robust action had already been taken to address these areas prior to the publication of the report, indeed in most cases prior to the inspection itself.

It is of particular significance that HMIC praised Leicestershire's commitment to local, neighbourhood policing and says that the force understands its local communities very well. The Chief Constable and I regularly meet to review performance and I'm reassured to hear how the force is continuing to respond to local issues, something verified by HMIC's own views.

In other inspections, Leicestershire Police was praised for its commitment to treating the public with fairness and respect and for its effective leadership which creates a positive working environment for staff.

Full details of HMIC inspections can be found here:  
<http://www.justiceinspectorates.gov.uk/hmic/leicestershire/>.

Responses to each inspection report are available at:  
<http://www.leics.pcc.police.uk/Transparency/HMIC/HMIC-Reports.aspx>

## **Support for Victims**

Leicestershire's Victim First Service, provided by Catch 22, recently provided its first full year delivery data, reporting an average of 889.5 referrals a month (an increase of 8% compared to 2015/16).

The Domestic Violence 360 service, commissioned by the previous PCC and which proactively engages with repeat victims of domestic violence, has dealt with more than 1,000 referrals this year.

From 1 July last year, I commissioned a Child Independent Sexual Violence Advisor based

at the Sexual Abuse Referral Centre to support child victims of sexual abuse. The SARC has so far supported 54 victims this year. Meanwhile, our jointly commissioned domestic abuse and sexual violence information and support service (delivered by UAVA) continues to provide provision across our area and has received 11,382 calls to the helpline and put in place 3,787 safety plans for victims. Funding was provided to three therapeutic support providers to enhance the work they do in supporting victims of child sexual abuse.

Earlier this year I was pleased to agree funding of £9,000 for each of the three organisations working with victims of sexual abuse and violence.

These organisations offer a range of appropriate support and advice to survivors which I know make a real difference to survivors.

I've visited each organisation to see for myself how they help survivors and it's clear to me that their support can be a gateway to recovery for those who all too often battle against feelings of isolation and helplessness. I've been clear that I intend to help vulnerable people and victims of crime and I'm pleased to be able to provide such tangible support.

### **Partnerships Work**

I have made it clear throughout the year that the Police cannot, nor should they, work in isolation. Partnership working is vital to enhance the level of service provided to the public and to ensure scarce resources are used to greatest effect.

While I firmly believe that the greatest partnership is that between the public and the police, I have seen first-hand just how effective multi-agency working can be.

Since I was elected I've have been pleased to chair the county-wide Strategic Partnership Board, which brings together the Community Safety Partnership Board and Local Criminal Justice Board.

Together we have identified strategic approaches that have resulted in measurable and positive changes that benefit our communities and which help all agencies to work effectively and efficiently together as outlined in the snapshot of the year.

I was particularly pleased to agree to the inception of a Domestic Abuse Executive Board made up of representatives from my own office, the Police, Children's Services, Adult Services, Clinical Commissioning Groups, the Domestic Abuse Operations Group and Community Safety Partnerships. It is hoped that voluntary organisations and education services will also join the Board in the coming year.

The aim is to prevent incidents of domestic abuse and promote the wellbeing of victims and families through better oversight across multi-agency, commissioned and voluntary services. It's early days, but I have high hopes for this work.

Partnership working covers a multitude of different arrangements. I've been lucky enough to sit on many of those in our area and visit many more including Safeguarding Boards and Community Safety Partnerships, to voluntary sector projects and innovative schemes designed to help people stay safe, such as the brilliant Braunstone Blues.

The Braunstone Blues is a team of blue light services including Leicestershire Fire and Rescue Service, Leicestershire Police and the East Midlands Ambulance Service. Based in Caldecote School, the team's positive engagement work with local residents helps to reduce demand on police, fire and ambulance services.

The power of multiagency working was demonstrated to me vividly when I was able to bring together numerous partners to address the problems with antisocial behaviour in

Countesthorpe. As Commissioner I might not be an operational officer but I can bring people together to find a solution. And it works.

It's clear that the future sustainability of policing services depends on how effective forces are in sharing responsibilities cross border to improve efficiency and reduce the impact of austerity pressures on resilience.

But collaboration is much more than forces working together. Leicestershire Police has collaborated with other local service providers, such as the City Council, County Councils and the Fire and Rescue Service as well as District and Borough Councils.

Multi-force collaboration is vital to the health of Britain's police forces and Leicestershire Police has been part of the exemplar East Midlands Collaboration Programme since the outset.

Oversight of the performance and operation of the regional collaborations is conducted through the East Midlands Police and Crime Commissioners Board on which I sit. This ensures that the interests of Leicester, Leicestershire and Rutland are balanced with regional and national needs.

As a former Barrister, I am delighted that I have been appointed to the collaborative East Midlands Criminal Justice Service Board which is currently working to an agreed business plan based around the three overall objectives of embedding a regionally standardised and effective EMCJS, achieving national and local CJ Board objectives and delivering efficiencies. A further objective is around maximising the benefits from digital technology.

Work is continuing around Transforming Summary Justice and Better Case Management, aimed at improving the processes around getting cases through court (both Magistrates and Crown) and dealt with in a timely manner.

In other areas of joint work, I have been enormously impressed by the efficiency of both the East Midlands Special Operations Unit (EMSOU) and by the East Midlands Specialist Operations Service (EMoPPS). EMSOU has made effective use of expertise and resources from within the East Midlands police forces to investigate many of the most serious crimes in the region, and all homicides in Leicestershire this year have been detected. And I witnessed for myself the innovative Operation Fall with officers and dogs from EMoPPS has been a huge success.

There is a host of information on all our collaboration agreements on my website.

Over the last twelve months we have also explored a Tri-force arrangement with Nottinghamshire and Leicestershire forces in areas such as Human Resources, call handling, finance, ICT and professional standards. While a joint call handling hub and professional standards unit has been rejected, work is ongoing to establish the viability of progressing in other areas.

### **Independent Custody Visiting Scheme (ICVS)**

PCCs are responsible for establishing an Independent Custody Visiting Scheme in their Force area. These schemes provide the public with independent reassurance that custody facilities and the detainees within them are subject to the highest quality and welfare standards.

ICVs are volunteers recruited from the local community to make unannounced visits to police custody suites, in pairs, to speak to individuals who are being detained by the police to check on their welfare. They must be aged 18 or over and have no direction involvement in

the criminal justice system.

Currently, there are 29 volunteers undertaking this role in Leicestershire. In addition to talking to detainees, ICVs also inspect other areas of the custody suite for health and safety purposes. Following a visit, ICVs complete a report on their findings which is forwarded to my office. A response to all issues raised is sought from the force and the outcome of all visits is reported to the Strategic Assurance Board.

Independent Custody Visitors visit each primary custody suite a minimum of one visit per week. During 2016/17 a total of 145 visits were made as follows:

- Beaumont Leys: 40 Visits (closed for three months from January to March 2017 for refurbishment)
- Keyham Lane: 52 Visits
- Euston Street: 53 Visits

Of the 145 visits undertaken during 2016/17 immediate access to the custody suite was provided on 131 occasions with only 13 visits incurring a wait of between six and 15 minutes and only one visit incurring a wait for 16+ minutes. For those visits that did incur a wait for access explanations were provided to the visitors at the time and in most cases related to the custody suite being busy and a member of staff not being available to escort the visitors. On one occasion the custody staff were dealing with a violent detainee at the front desk therefore access to the custody suite was delayed.

During 2016/17 a total of 1,083 detainees were in police detention at the time of the custody visits and of these:

- 437 (40%) were offered a visit from the Independent Custody Visitors.
- 591 (55%) detainees were not available to be visited, for a variety of reasons e.g. in interviews/asleep.
- 55 (5%) were not offered a visit for a variety of reasons e.g. advised by custody staff not to visit or the Independent Custody Visitors chose not to visit and prioritised vulnerable detainees.
- 414 (95%) of those offered a visit agreed to be seen.
- 23 (5%) of those offered a visit refused to be seen.

No major issues of concern were reported from the custody visits although a small number of health and safety issues were identified which were subsequently rectified including a drainage issue on the floor of the exercise yard.

## **Youth Commission**

Leicestershire Youth Commission was set up in 2013 to provide advice to the Commissioner on young people's views on policing, policing priorities and the way police connect with younger people. Consisting of young people aged from 14-25, the Youth Commission is responsible for:

- Supporting, challenging and informing the work of Leicestershire Police
- Providing a platform for young people to talk about crime issues and solutions with their peers
- Supporting young people in being part of the solution to crime issues that matter to them
- Improving the relationship between young people and the Police

Currently, there are 29 members (18 of which were newly recruited in December 2016). All members either reside or study in Leicestershire and represent a broad range of ages, backgrounds and ethnic diversity. They meet on a monthly basis as well as conduct peer to peer engagement with other young people through workshops and presentations at schools, colleges and universities under the Big Conversation project and through an annual Youth Survey.

The Youth Commission is represented on the Stop Search Reassurance Group which provides a valuable youth perspective to police stop search powers. In future, the Youth Commission will carry out more partnership work with a host of young people's services and organisations to increase engagement with hard to reach groups. It will also increase youth representation on key boards and will continue to accompany the Chief Constable and myself at 'What Matters to You?' events.

A further recruitment campaign is planned across the Leicester, Leicestershire and Rutland area to maintain a membership representative of the population.

### **Commissioning and Grants**

The 2016/17 commissioning budget was set at £4.611m, of which £0.441m was allocated to the reserve for the use by the new PCC in future years and £4.17m was allocated against the priorities of the previous Police and Crime Plan as follows:

<b>Police and Crime Plan priority area</b>	<b>2016/17 Funding (£)</b>
Reducing offending and reoffending	1,994,599
Supporting victims and witnesses	1,184,734
Making communities and neighbourhoods safer	104,726
Protecting the vulnerable	205,924
Cross cutting	450,000
<b>Total</b>	<b>4,169,983</b>

The following new commissioned services commenced this year (excluding those already listed above under victims):

- Substance misuse treatment services (City and County) – Providing treatment services for those who have a substance misuse problem – jointly commissioned with the city council, county council and NHS England
- Substance misuse out of court disposal sessions – mandated sessions which require offenders to face up to their substance misuse problem and challenges them to change their behaviour
- Female offenders out of court disposal sessions - mandated sessions which require female offenders to face up to their offending behaviour and challenges them to change their behaviour
- Working in Rehabilitation & Employment (WIRE) – Mentored employment opportunities which enable ex-offenders to have recent relevant work experience with a positive reference to enable them to move on to mainstream employment
- Hate Crime initiatives which have sought to prevent hate crime through positive messages/action and encourage victims to report it to the Police

The £2.5m Strategic Partnership Development Fund allocated under my predecessor and prioritised for projects supported by the Strategic Partnership Board (SPB) continued during 2016/17 and I, together with the SPB will look further at these projects and how they are working in 2017/18.

### **Money Matters**

The budget and precept for 2016/17 was set by my predecessor in February 2016. The outturn for the year will be included in my Statement of Accounts which are currently being produced and these will be available on my website shortly.

In February 2017 I set my first budget for policing Leicester, Leicestershire and Rutland in 2017/18 at £171.639m. This equates to an increase of £0.799m (0.47%) from the 2016/17 net budget requirement level of £170.840m.

Approximately two thirds of this is funded by the Government and with the remainder coming from the police precept in the local Council Tax.

To balance the budget, I also decided, based on the feedback from my public consultation to increase the part of your Council Tax bill which goes towards policing by 1.99% from April this year. For a Band D property this will be an extra £3.65 a year - or 7p a week - taking it to an annual total of £187.23.

The total annual amount you pay towards policing depends on the council tax band of your property.

<b>Precept by band:</b>	<b>£</b>
Band A	124.8201
Band B	145.6235
Band C	166.4268
Band D	187.2302
Band E	228.8369
Band F	270.4436
Band G	312.0503
Band H	374.4604

Neighbourhood Policing remains a core part of Leicestershire Police's day to day interaction with the public and I have always said I wish to maintain and if possible increase its resources – I'm pleased to say that we have already made progress in this direction with 18 additional officers since this time last year.

However, as demand for frontline services increases and the emergence of new risks and threats to public safety continue to command more attention, it is vital we equip the police with the right tools to enable them to respond to these challenges.

That is why we invested £1.2m in 2016/17 and plan to spend a further £2m in 2017/18 on the continued roll-out of agile IT equipment. This will mean that uniformed staff are able to spend longer in the communities they serve – another part of the plan to increase visibility and accessibility.

I also plan to invest £0.500m into work with our local partners to progress ideas for a multiagency call handling facility that would allow the public to seek help and support across a wide range of public service functions.

### The Budget Requirement is set out below:

<u>Budget Requirement</u>	15/16	16/17	17/18
	£m	£m	£m
Gross Spending	180.8	184.2	185.0
Less income	-12.3	-13.4	-13.4
<b>Total Budget Requirement</b>	<b>168.5</b>	<b>170.8</b>	<b>171.6</b>
<b>Where the Money Comes From (Funding)</b>			
Police Grant	65.7	65.3	64.4
Revenue Support Grant/Business Rates	39.9	39.7	39.1
Council Tax Support and Freeze Grants	8.9	8.9	8.9
Collection Fund Surplus	0.8	1.2	1.1
<b>From the Tax Payer</b>	<b>53.2</b>	<b>55.7</b>	<b>58.1</b>
<b>Total Funding</b>	<b>168.5</b>	<b>170.8</b>	<b>171.6</b>
<b>Band D Council Tax</b>	<b>£180.00</b>	<b>£183.58</b>	<b>£187.23</b>

### How the Money is Spent

#### How the money is spent

Police Pay & Allowances	51%
Police Staff Pay & Allowances	29%
Other	20%
	100%

The budget establishment for 2017/18 allows for 1,782 police officers and 251 PCSOs.

In 2016/17, my predecessor set the OPCC budget at £0.998m which included £64k grant contribution towards the administration and commissioning arrangements for Victims. In 2017/18, I set the OPCC budget at £1.074m. This information is available in more detail on my website.

### **Police and Crime Panel**

The Police and Crime Panel (PCP), which is independent of the Office of the Police and Crime Commissioner, is responsible for holding me and the way I exercise my duties to account.

I have attended six meetings of the PCP in this first year and in doing so believe that we have developed a meaningful relationship with the PCP and I am grateful for the support and challenge provided by members.

### **Joint Audit, Risk and Assurance Panel (JARAP)**

The PCC and the Chief Constable are responsible for ensuring good value for money, integrity and statutory compliance in all that they do and to provide the public with confidence that this is done properly, an independent Joint Audit, Risk and Assurance Panel (JARAP) has been established.

The JARAP consists of five independently appointed individuals but throughout 2016/17 there was a panel member vacancy. The Chief Constable and I have started a recruitment process for this role, together with the role of Chair for which a vacancy will arise during 2017/18.

The JARAP met five times during 2016/17 and will be producing a separate annual report. This report will be available on my website.

### **Eithics, Integrity and Complaints Committee**

The Ethics, Integrity and Complaints Committee independently scrutinise the behaviour, standards and integrity of Leicestershire Police.

The Committee met four times during 2016/17 and produced a separate annual report detailing its work which covered the period September 2015-September 2016 which is available [here](#).



**Useful Numbers****Leicestershire Police****In an emergency always call 999**

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

**In a non-emergency situation, call 101 (Calls to 101 cost 15p per call)**

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

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

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

**Crimestoppers - 0800 555 111**

Contact [Crimestoppers](#) to anonymously report a crime or suspicious behaviour.

**Action Fraud - 0300 123 2040** - Contact Action Fraud to report fraud and cyber-crime.

**Victim First** - Helpline 0800 953 95 95

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

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

**Telephone:** 0116 229 8980

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

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