



**POLICE & CRIME
COMMISSIONER**
for Leicestershire

Prevention | Partnership | Protection

ANNUAL REPORT

2018/2019



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The COMMISSIONER'S VIEW

Policing in Leicestershire continues to go from strength to strength.

The most recent report from Her Majesty's Inspectorate of Constabulary and Fire & Rescue Services (HMICFRS) has given us many reasons to be proud. Inspectors assessed the force in three key areas – efficiency, effectiveness and legitimacy – and against all criteria the force was judged to be “good”.

It is very rewarding to see the hard work and dedication of our staff, officers and leaders receiving recognition and praise at this level.

It is my third year as Leicestershire's Police and Crime Commissioner. I have always sought to deliver the best possible service, despite the well-documented challenges, and this report really does prove we are succeeding.



However, recorded crime figures and inspection results are only part of a bigger picture. Around 70% of calls received by the police are not crime related at all. Our officers do their very best but on many occasions there is somebody else – or another organisation – which is better placed to help. The expectation that the police will and can solve all problems will not change. Therefore it has been critical for the purposes of efficiency to work with our partners to manage this demand effectively. I know our officers place great value on the feedback they receive from local people and we judge the impact of their work by how safe our communities feel. Being a police officer today is not easy. However local people have great appreciation and respect for our police and this is repeated to me frequently on my travels across the county.

Good people are the lifeblood of successful policing. You only have to look back at the tragic helicopter crash last year, which claimed the lives of five people, to see how far Leicestershire's officers go, putting their own safety aside, to help others.

In the future, we want to work more closely with our communities and solve problems as a collective. I'm delighted some of my more ambitious plans are really taking shape. The first People Zones, for example, have been created and we are working with a wealth of partners to help people tackle their problems and reduce their demand on public services.

Technology is also playing a bigger role than ever, enabling new methods of crime reporting, direct access to the police and advanced styles of investigation. My investment in Pronto software is enabling officers to stay out on the streets for longer and the Single Online Home is making police services more accessible and convenient for the community.

As the bridge between policing and our communities, it is my job to ensure the services we deliver meet your needs and expectations. One of the calls for improvement has been to enhance the support we provide to victims through Victim First. We have listened to feedback and the service has now been overhauled in line with your suggestions, making it more 'user-friendly' and accessible for all.

There are now, thankfully, more officers in our neighbourhood policing teams in response to your views, as well as new ways for them to work to increase their visibility and accessibility.

When we grow, we increase our costs. Every penny must make a difference and I'm delighted to say that we continue to provide value for money, as recognised by HMICFRS.

Crime is committed by a small minority of people in our communities and if we can change their behaviour we can really make things better for everyone. The rehabilitation of offenders, helping people out of the cycle of crime and punishment, has always been a goal and I'm delighted that in the last year we have persuaded the Ministry of Justice to change the way it delivers probation services, giving us more input and influence into how offenders are managed.

I believe in second chances and we have made real progress in securing employment for ex-offenders, giving them practical opportunities to make a clean start. It all goes back to my principal ambition which is to prevent crime.

It's no secret that the impact of the funding cuts in recent years has affected crime figures and limited how far local organisations can work with people before their behaviour becomes a problem. This has started to change with the introduction of People Zones and my knife crime initiative where local agencies work with impressionable young people before their offending is established.

For every crime we prevent, we have fewer victims in our communities: being a victim of physical or mental harm can be a life changing experience – so the less we have the better. Prevention of crime is the future imperative and we will continue to support young people to make better decisions and better choices. That said, we will not be afraid to use the full extent of our resources to protect people from violence and apprehend those who continue to carry knives.

There is a wealth of information in this report. It is the outcome of a great deal of hard work from my own office, the police and our partners; both statutory and voluntary. They all have my sincere thanks for their contribution to the ongoing delivery of my Police and Crime Plan and the effect it is having on crime and the quality of life in our communities.

Willy Bach

Lord Willy Bach
Police and Crime Commissioner

ABOUT LEICESTERSHIRE POLICE



THE POLICE AND CRIME COMMISSIONER

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.

PCCs have strategic responsibility for policing and community safety issues across the police area. The Chief Constable remains responsible for operational decisions and the delivery of policing services.

An integral part of the PCC's role is to provide strategic direction to the criminal justice system as a whole and ensure the system is effective and accountable to the public. This involves working with criminal justice agencies, community safety partnerships, local authorities and the local criminal justice board to prevent and reduce crime, streamline services and reduce bureaucracy.

The Police and Crime Plan, launched in 2017, sets out the strategic direction for all community safety activity and enables the force and its partnership network to work towards unified goals.

As Police and Crime Commissioner, I oversee the 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 the Police and Crime Plan.

The Police and Crime Plan

When I prepared my Police and Crime Plan, I insisted on prevention as the overarching ambition. That remains the case. If I can prevent crime from happening in the first place then our communities will be safer and our people happier.

The Plan is based around five key areas:

- **V**iable Partnerships
- **V**isibility
- **V**ictim Services
- **V**ulnerability Protection
- **V**alue for Money

In my penultimate year significant progress has been achieved in all of these areas.

This report contains an overview of some of the key activities in the year and progress against the pledges in the Police and Crime Plan.

VIABLE PARTNERSHIPS



I fully appreciate the value of partnership working, in its many guises, and was clear from the outset that statutory and voluntary partners, plus the wider criminal justice network, would play a key role in the delivery of the Police and Crime Plan.

Today my office has an ever increasing network of partners. I currently work with around 74 active partners in local, regional and national contexts, ranging from large statutory organisations to small charities and third sector bodies. Together we have the same objective: we work together to deliver change.

In just seven months I, or a member of my team, has attended over 120 meetings, and the OPCC is represented at all the main public service meetings, including all the community safety partnerships in Leicester, Leicestershire and Rutland.

Stronger relationships with communities

The most significant partnership I have is with you – local people and communities. This is the partnership that is of greatest significance and the one I invest most time in. The following examples highlight the value of that partnership, which is on top of the work that my team have done through People Zones.

Following my election, I established an annual fund of £250,000 per year to support grassroots groups across Leicester, Leicestershire and Rutland and to support the objectives of the Police and Crime Plan. To date I have funded youth groups, activities in schools, knife crime projects, violence prevention projects and many more. These are small groups who know their local communities well and can make a small amount of money achieve a lot of things.

But I have walked the beats too. Over the past 12 months I have undertaken 12 Patch-Walks and 10 'What Matters to You?' events with the Chief Constable or other Chief Officers together with local policing teams and other public bodies across Leicester, Leicestershire and Rutland.

At each event I listen to your views and follow up your concerns. Most of the time your comments are very supportive of the police and that is important to hear, but sometimes, for example, people have told us that the police are not as visible as they would like or that there is a particular problem with a certain crime issue in their local area. I have ensured that each of these is followed up – usually with your local policing team – with an appropriate outcome.

I have also attended over 97 engagement events across Leicester, Leicestershire and Rutland, including the Caribbean Carnival, the Sharma Women's Centre and the North West Leicester DC Rural Barn event in Ashby De La Zouch.

Over the past year I have issued newsletters, regular media columns, over 150 press statements, an average of 50 tweets per month to over 5,000 followers, undertaken an average of 33 hours of engagement per month and my Facebook reaches over 5,000 people. My office has dealt with 3,700 letters from local people.

One part of our community with whom I am particularly keen to engage is the young. I already have the Youth Commission, which is a group of young people whom I consult on a regular basis. They also participate in many of my engagement activities. I also meet regularly with a separate group of young people who have first-hand experience of the criminal justice system and who help me understand the perspective of those who often end up on the wrong side of the law.

To ensure that I hear views from young people, from all backgrounds and communities, I hosted a Youth Summit in November 2018. Over 80 students attended the event from secondary schools across Leicester, Leicestershire and Rutland and voiced their opinions on a range of issues affecting the safety of young people today. They particularly focussed on knife crime, hate crime, drugs and alcohol and cybercrime. The feedback I got from attendees was very positive with 74% rating the event as excellent and valuing the interaction they had with me and with the Chief Constable.

“This event is a really good idea to allow young people’s voices to be heard. But also to increase awareness of the police on the community”.

“This was a fantastic experience! We got the opportunity to ask high-ranking individuals about the system and their opinion it”.

“Really informative and engaging. It has made students realise how hard the police force works to enable a safe environment so thank you”.

Making our communities more resilient – People Zones

Building on the most successful of partnership models, I identified three areas needing additional support in order to them become more resilient. My office approached local agencies and community representatives who welcomed the concept and People Zones was born.

Launched in 2018, there are now People Zones in New Parks, Coalville and the Bell Foundry Estate in Loughborough.

Initiated by my office, there is now a core team for each zone, consisting of local community groups and representatives, local authorities, Community Safety Partnerships, health authorities and Fire and Rescue Services. It is an inclusive approach that encourages participation – anyone can have a role. The key aim is to make the community stronger so that it can resist all kinds of harmful behaviour. People Zones is working well for the local communities in each of the areas where they have been set up.



People Zones run a series of events in each area to help individuals and communities gain knowledge and skills to improve the quality of their lives. There is a dedicated website, a regular newsletter, and a supportive network of groups and expertise tailored around the needs of specific communities.

The Probation Service’s Community Payback Scheme is also working within the zones, arranging for offenders to do unpaid work for these communities as part of a court sentence.

Multi-agency groups ensure that vulnerable local people are properly protected and those responsible for the problem behaviour are managed effectively.

The long term aim is for communities to gradually take more responsibility for resolving the problems they face without needing to draw on the support of public services. Once this is successfully established the team will move on to other areas needing a similar approach.

People Zones has been welcomed by health professionals, particularly local GPs and health practitioners, as it provides channels through which they can communicate with communities.

In both the Loughborough and in North West Leicestershire People Zones, the local authorities, in partnership with the Police, are developing a plan to target and support both victims and perpetrators of domestic abuse. As well as providing protection to the victims this approach will do more to change the behaviour of offenders, particularly through the introduction of a programme for perpetrators.

The Strategic Partnership Board

One of the key partnerships driving a lot of the multi-agency developments within Leicester, Leicestershire and Rutland is the Strategic Partnership Board (SPB), which consists of the leaders of all the main public services across the area. I chair the main Board and I am supported in that role by the public service chief executives across the area. Over the past year we have done a lot of work to streamline and simplify the governance arrangements. The main SPB is supported by an executive body which identifies the common issues and challenges facing our communities, conducts detailed analysis and recommends actions to the main board. Over the past year a lot of our attention has focussed on issues relating to the mental health of our community as well as stimulating intensive multi-agency work with specific communities which experience disproportionately high levels of problematic behaviour.

This work is supported by four sub-groups, one focussing on our inter-agency work to manage the perpetrators of harmful behaviours, another similarly focussing on the work to support vulnerable people and another that analyses the issues driving harmful behaviours and sets in motion programmes to prevent them in the first place such as by providing early help to individuals at risk or by enabling local communities to support themselves more effectively. The final sub-group ensures we have the ability to share information across agencies and can analyse that information effectively.

One of the key developments for next year is to build a programme that will focus more closely on reducing serious violence in our communities, by ensuring we do everything we can to support families and communities before violence becomes a problem.

The work of the SPB is supported by the local Community Safety Partnerships which are convened in every local authority across the area. I fund these partnerships to reduce crime in each of our local areas. Each partnership has to produce an annual plan to identify its local priorities and articulate how it will address those priorities. One of the expectations of these partnerships is to engage with members of the local community in building and delivering their plans. My emphasis has always been on close public engagement for it is the people living within the communities who experience crime first-hand and understand its full impact.

Community Safety Partnerships

Community Safety Partnerships (CSPs) are made up of representatives from the police, local authorities, fire and rescue authorities, health and probation services – known as the 'responsible authorities'. These authorities work together to protect their local communities from crime and to help people feel safe.

Across Leicester, Leicestershire and Rutland we have eight Community Safety Partnerships:

- Charnwood CSP
- Oadby & Wigston CSP
- Blaby and Hinckley & Bosworth CSP
- Harborough CSP
- Melton CSP
- North West Leicestershire CSP
- Safer Rutland Partnership
- Safer Leicester Partnership

I fund these organisations to the tune of £500,000 per year and I monitor their work to ensure that this money is being spent wisely and to good effect.

There are many examples of innovative work from CSPs, but for the purposes of this report, I have chosen to show the breadth of service provision from Blaby, Hinckley & Bosworth, which work together.

- Support from a children's service provided for young people who have witnessed domestic abuse - 673 sessions were completed with young people from 81 referrals resulting in the improved mental well-being of those affected.
- A Young People's Prevention Awareness Programme delivered workshops to 1,764 young people on substance misuse, ASB, road safety, personal safety, healthy relationships and knife crime
- A scheme to increase the security of vulnerable properties at risk of burglary and other low-level crimes has been implemented in nearly 60 properties.
- A number of diversionary activities have been delivered with an organisation called 'Streetvibe', which provided outreach sessions on the youth bus in a number of local trouble spots during the summer. The sessions engaged with young people hanging around Hinckley and Argents Mead causing Anti-Social Behaviour. Around 140 young people participated, and the activities reduced the level of ASB during these key periods. 'Streetvibe' also delivered outreach sessions in Hinckley in the run up to Christmas and have continued to deliver weekly sessions throughout the last quarter of the year in the Argent's Mead area of Hinckley Town Centre. ASB reports have remained low in Hinckley which was a previous hot spot area. The same has happened in Blaby where 'Streetvibe' carried out six weeks of detached youth work in hot spot areas, which also included a "Crash Car" event held by the Leicester Fire and Rescue Service at Enderby Leisure Centre.

I also fund the four Safeguarding Boards with the local authorities and clinical commissioning groups.

Recognising the differing issues and needs affecting young and adult vulnerable people, Leicester City has a Safeguarding Children Board and a Safeguarding Adults Board as does Leicestershire and Rutland, who operate a joint approach.

The role of safeguarding boards is to ensure that all of the pertinent agencies are working together to protect vulnerable people in our communities.

The Force is doing well to tackle this issue head on, although we still have some work to do, particularly protecting people against new forms of exploitation such as modern slavery, where we need to increase levels of awareness amongst all our organisations and communities. I am determined that vulnerable people should be able to live fulfilling lives in our local communities without being at risk of exploitation or harm by unscrupulous people.

Unlocking Opportunity

In my former career as a criminal barrister, too often I witnessed people in an ever-decreasing cycle of crime and punishment. I always felt that this was due to the difficulty former prisoners have in obtaining employment.

In February 2019 I invited businesses across Leicester, Leicestershire and Rutland to attend a unique employment event funded by my office and organised in partnership with Leicester City Council's Employment Hub, the Department for Work and Pensions and Leicestershire Cares' WIRE Project to promote the social and business benefits of offering work placements, employment or mentorship opportunities to ex-offenders.

Over 100 representatives from businesses attended and 75 organisations pledged to consider the opportunities for the recruitment of ex-offenders across Leicester, Leicestershire and Rutland.

The office is continuing to work closely with partners to drive this initiative forward. A meeting was recently held at HMP Stocken, amongst the key leads from local authorities and the business sector, to see how local businesses can collectively provide employment opportunities for ex-offenders. This also provided a valuable insight into learning how the prison is training and educating its inmates to set them on the path in readiness for potential employment when released.

Businesses interested in taking part can contact Leicestershire Cares on 0116 275 6490.

Street Lifestyles

I have also been working with Leicester City Council and other agencies and businesses in the City to help address the problems raised by people adopting a street lifestyle.

This included working with the City Mayor and partner agencies to identify ways in which these vulnerable individuals can access the right support and agree an incremental approach to enforcement.

As part of this work, I have funded award-winning services to tackle substance misuse and provide outreach interventions to those with street lifestyle issues. These include 'Dear Albert', a peer mentoring service, 'No.5', which provides health care and related services for those on the streets, and 'Turning Point', who provide the drug treatment service that many of these individuals require.

Strengthening Probation

My office has also been working with the Ministry of Justice to agree how best to develop the probation service following the serious problems it encountered during the 'Transforming Rehabilitation Programme'.

The issues and proposals for a better probation service, were raised at a multi-agency event at Leicester City stadium in March where the lead for the national programme heard the views of people from all agencies across the East Midlands.

It is pleasing that the Ministry of Justice has listened to those views and those of many others across the country and will now build a probation service in which our communities will have more confidence – a probation service to make our communities safer, not just to achieve profits for its owners.

East Midlands Criminal Justice Board

I also chair the East Midlands Criminal Justice Board, which brings together all of the leading figures in criminal justice services across the region. We have a development programme focussing on developing better integration across the different organisations and improving the quality of services to victims and witnesses. We also identify the key issues affecting the criminal justice community and set in motion work to address any new challenges or opportunities.

This is why we have been monitoring the work to develop revised approaches to probation as I have described above and we have considered some of the demanding challenges facing many of our organisations. This is a vitally important collaboration which ensures that we can work collaboratively across the region to make criminal justice services more efficient and effective.

DRAFT

VISIBLE POLICING



I have consistently called for greater visibility and accessibility, not merely the police, but all public services.

In the past few years increasing the number of officers on our streets has been especially difficult because of the funding pressures, which have reduced the number of officers in our communities. However, I have increased police numbers via each of my annual budgets and I will continue to do so until I am satisfied that there are sufficient officers and staff to protect our communities.

But tackling criminality and harm is now much more complex. As Her Majesty's Inspectorate of Constabulary, Fire and Rescue Services confirms, people are now more at risk in their bedroom than on the street. I refer of course to cybercrime and cyber-enabled criminality. That is why I have supported the investment in a specialist cyber unit and worked hard to raise awareness of ways in which people can protect themselves online.

I have also been working with the police to develop a new operating model which will reduce the number of specialist services based centrally and will develop new generalist police officer roles based in our local neighbourhoods.

Officer numbers rose by eight in 2017-18, 24 in 2018-19 and my latest budget proposals allow the recruitment of 107 new officers.

- **60** will be patrol officers based in the eight neighbourhood police areas
- **24** new detectives will be based in the neighbourhood police areas
- **8** new beat officers will be placed in the proactive teams dealing with current and emerging issues in each of the neighbourhood areas
- **8** new officers will tackle emerging crime on a proactive basis
- **7** new officers will focus on the crime that impacts upon the most vulnerable in our communities

Of these 107 extra officers, it is expected that 80 will be recruited in the 2019-20 financial year, with the remaining 27 coming on board in 2020-21. It takes some time to recruit and train police officers because of the thorough vetting required and the specialist skills they need to learn to be a modern police officer. But we are definitely moving in the right direction.

There are lots of different roles within the police and a modern police service needs a range of different roles. At the forefront of visibility is the Police Community Support Officer (PCSO) whose primary role is to engage with local communities and build relationships with key individuals and organisations. I have maintained the number of PCSOs at 181 and I have also maintained the funding needed to support the wealth of volunteers who now work in the police, including special police constables, volunteers in the community and cadets.

Volunteers are a particularly effective in terms of increasing visibility, because these are people who live in our communities and know how important it is for local people to feel confident in the police.

Overall Numbers ¹	2016/2017	2017/2018	2018/2019
Police Officers	1,782	1,751	1,792
PCSOs	231	238	177
Police Staff	1,241	1,315	1,340
Volunteer	244	210	250

¹ Actual numbers have been used here rather than establishment numbers, which are higher because of a small amount of vacancies at any point in time. For example the establishment figure for 2018/19 was 1806

Crime Prevention

I have already mentioned that I am working with the police to change the ways in which services are delivered. I believe that is preferable to prevent criminality and harm instead of responding to its impact.

In addition to People Zones – which is about more than just prevention - I have supported and funded many projects that focus on prevention such as the ‘Domestic Abuse 360’ project which attempts early intervention with people who might become victims of domestic abuse to help them avoid future harm by developing new skills. Similarly, I have funded a ‘Warning Zone’ which educates all of the school children across Leicester, Leicestershire and Rutland how to avoid becoming victims of particular crimes, including online offending which is a high-risk area for children.

I have also run themed campaigns to offer grants to organisations such as sporting clubs and organisers of youth related activities, recognising the significant role they have in diverting young people away from criminal activity.

Furthermore, I made £100,000 of my funds available to enable organisations to positively influence young people so they are not drawn into the knife carrying gang culture that currently exists across the country as well as in Leicester, Leicestershire and Rutland.

Knife Crime

Knife crime nationally is increasing and there is strong community support for initiatives to reduce knife crime, with our focus being on both catch and convict and early intervention. This is best seen with the campaign #livesnotknives. This approach has been to engage with young people through schools at year 6 and into secondary education, which has been well received with a strong take up across the force area.

In a bid to kick-start a new multi-partner onslaught against knife crime in Leicestershire, I pledged to commit £100,000 to organisations which turn around the lives of those who wield weapons.

In a further move designed to protect life, I announced that I have agreed to invest an additional £10,000 to install Catastrophic Haemorrhage Packs in 120 frontline police vehicles.

Leicestershire Police has engaged with the national Operation Sceptre which seeks to raise awareness and co-ordinate activity across the country. A tranche completed in March 2019 led to over 200 knives being surrendered by the public and targeted stop search operations in the City Centre of Leicester and the Highfields area of the City.

Formal negotiations with the University Hospitals Leicester (UHL), about the adoption of a ‘RedThread’ scheme, continue with a full proposal now presented to UHL and a decision pending. RedThread is an innovative project already in place in other emergency departments across the country, where specially trained workers engage with people who are treated in the emergency department for stabbing type injuries.

Recognising that knife carriers are the group most vulnerable to knife crime offences by far, RedThread engages with victims in hospital when they are at personal crisis point. This is often the most effective time to help them develop alternative attitudes and lifestyles. We hope to introduce RedThread in the forthcoming year but, in the meantime, UHL is helping the police to understand the pattern of knife crime offending by providing key information about assaults.

The Serious Harm Reduction Unit in the police has also now started to provide increased support and diversionary services to siblings of habitual knife carriers as these are likely to be the serious violent offenders of the future. Again, my whole emphasis is on thinking ahead and preventing what might happen. If we can change the pattern of behaviour for just one person we will avoid more individuals and families being devastated by the effects of this crime.

I have also introduced a PEER educator scheme to work with young people in our communities. This is a particularly exciting approach because it involves specially trained young people interacting with individuals or groups of young people to avoid situations escalating into violence. We are testing this service in a few areas already, but we would like to expand it if it proves successful.

I have responded swiftly to other issues which have emerged during the year, particularly those centred on serious violence, which have been seen nationwide. I have taken a national stance on this matter by asking questions in the House of Lords and meeting with ministers about the matter. In the next financial year (2019-20) an additional £2.6m in external funds will be received to help to combat this issue in the area.

Zero tolerance to supply of class A drugs

Class A drugs offences increased by 49 offences (+11%) during 2018/19.

A lot of the drug trade is driven by organised crime groups that have always been with us, but have become more prominent and better organised in recent years. The Force Intelligence Bureau collects intelligence on these groups all the time and reviews it regularly. The key to dismantling these groups is to understand who their members are and how they work.

This intelligence picture has been growing for many months now and ultimately resulted in major operation, 'Operation Lionheart', which has seen over 100 individuals arrested and three Organised Crime groups significantly disrupted from being able to operate across Leicester, Leicestershire and Rutland. Similarly, the police have also done a lot of work to target individuals who commit high-value commercial burglaries which has resulted in the arrest of those responsible after co-ordinated work between specialist teams and investigators.

The positive outcome rate for all drugs offences is 78%. Positive outcomes include the prosecution of offenders but also take account of restorative and reparative outcomes (community resolutions) which are the resolution of less serious offences or anti-social behaviour through an informal agreement between the parties. The positive outcome rate for drugs offences has increased from last year where the rate was 62%. Drug-related crime is mainly identified through the proactive work of the police such as tightly targeted stop and search exercises.

Ironically, the more proactive the police become the more these crimes will be reported – but this is still an important way of disrupting the drugs market and I believe that the police should use their powers to safeguard our communities – but of course with sensitivity and care.

The police have enhanced their ability to tackle drug crime by appointing area drug experts and an area-wide drugs expert. These individuals have a specialist understanding of the issues underpinning drug-related crime and can therefore work more effectively at disrupting the market and targeting high-level offenders.

Cybercrime

Certain offences such as fraud are far more likely to occur online than they are in our local communities. In addition to this trend there is also a digital component to many of the more familiar crimes that our communities have suffered for many years. For instance, the tracking of mobile phone use or the monitoring of CCTV footage is often a key tool in much of modern offending.

Cybercrime and crime which includes a digital component is on the increase and the police keep track of this by undertaking six monthly assessments to understand the patterns.

The police have ensured that all the relevant officers have a certain level of training and skill in understanding cybercrime and how to undertake basic digital investigations. But very often specialist skills are needed to address these types of crimes and for these reasons the police have set up a Cybercrime Unit which investigates online offending. It also undertakes awareness campaigns to ensure that people and businesses in our communities know how to protect themselves and prevent these crimes from happening in the first place.

The Cybercrime Unit has continued to ensure 100% of cyber-dependent offences reported in Leicestershire are investigated and all victims receive appropriate mitigation and protection advice. The Unit has also begun to develop in partnership with the East Midlands Cyber Crime Unit a referral pathway for those at risk of committing serious offences.

Over the last two years I have increased the budget for cybercrime to enable significant additional investment in digital capability to help to combat the ever-changing world of technology within the criminal world. This has resulted in:

- The police introducing cybercrime into the work of the Integrated Offender Management Team, which deals with the most challenging offenders
- The police working with other agencies to increase knowledge of Cyber Crime through shared online resources
- Two cyber volunteers being recruited to support investigative work and campaigns to support prevention
- Continuing to review this area and invest in improvements to stay ahead of offenders where possible
- Continuing to raise awareness in communities so they can better protect themselves.

I am particularly proud that the Force's pioneering Digital Media Investigator claimed first place in the Innovation in Digital Investigation and Intelligence category at the International Digital Investigation and Intelligence Awards, after his outstanding work on a piece of software called, 'Voldata Collector'.

The tool captures a host of useful information and turns it into an easy to use report. It is now a key part of the response toolkit for cyber and digital responders and has assisted in capturing key evidence at the scene of numerous offences.

The digital team as a whole was also awarded highly commended as following a successful year where the department received commendations for the role they played in a number of investigations. This work has seen them take digital evidence from hundreds of devices as well as examine hours of CCTV, all of which has helped to secure successful prosecutions.

Rural Crime

During the past year there have been a number of actions and initiatives to tackle rural crime. These are as follows:

- Plans are in place to deploy drones for planning and preventative activity on heritage sites such as identifying access points into heritage buildings.
- Heritage watch volunteers are now in place.
- 'Operation Blackthorn', which manages the police response to allegations of criminal activities relating to hunting with dogs has been reviewed and updated, with expectations that those involved will provide more information to police. Drones can be used to monitor hunting activities.
- Drones are also useful for badger and other wildlife offences.
- Strong relationships have been built with the National Farmers Union and with Horse Watch and other bodies to support good communications and the dissemination of crime prevention messages.
- The police, together with rural communities, use social media such as 'WhatsApp' and 'Rural Watch' to keep each other informed and respond quickly to incidents.
- Together with the police we have engaged in community-based Patch-Walks and consultations with rural communities, sometimes focussed on particular issues such as relationships with traveller communities.
- The police have run regular campaigns to encourage marking of farm equipment to help track items that have been stolen and subsequently return the equipment to its rightful owner.

All of this is supported by the appointment of 11 Wildlife Officers who have specialist knowledge on rural issues and can engage effectively with the communities.

As with all types of criminality, intelligence is vital. This has improved over the past year as all rural incidents are now clearly marked on police systems and reviewed regularly by the Force Intelligence Bureau.

Anti-social behaviour (ASB)

The levels of recorded ASB incidents have shown a general reduction over the last two years and projections suggest that this is likely to continue.

The use of the repeat caller database has enabled neighbourhood teams to effectively problem solve persistent ASB issues, which often occur in repeated patterns or are inflicted on repeat victims. The police work closely with partner agencies, to provide a multi-agency response when callers have experienced high levels of ASB.

I am pleased that I have continued to fund the PAVE team – Pro-Active Vulnerability Engagement – which is helping to prevent victimisation of vulnerable members of our community.

Anti-social behaviour incidents reported:

2017/18 – 17,401

2018/19 – 14,322

This is a decrease of 3,079 or 17.7% in the past year.

Volunteers

Volunteers come in many guises and I really value the contribution they make to policing. The policing family includes many different types of volunteer, including special constables, police support volunteers, youth commission members and police cadets. In all of these different roles they provide a valuable service to the public and help to increase the visibility of policing overall. They demonstrate over and over again the close bond between the police and the public.

Over the last year the total number of volunteer hours was 101,710 of which:

- 280 Specials volunteered over 60,000 hours 18 hours per officer each month on average and participated in knife crime operations, roads policing, and intelligence led crackdowns on drink driving.
- 236 Police Support Volunteers team completed over 24,000 hours and, amongst other things, worked with the economic crime unit and the team managing sexual offenders.
- 237 cadets have now joined including 150 who will start next year. This group engages in a lot of community-based activity.

Independent Custody Visiting

To have an Independent Custody Visiting (ICV) scheme is a statutory responsibility for all Police and Crime Commissioners. My scheme is run from my office.

The primary purpose of the scheme is to ensure that those held in police custody receive all their rights and entitlements and their welfare needs are met. Unannounced custody visits are undertaken by a team of volunteers to the three custody suites at Beaumont Leys (14 cells), Euston Street (36 cells) and Keyham Lane (17 cells).

During 2018/19 the team made a total of 156 visits, 52 visits to each custody suite fully meeting the performance standard set of one visit to each custody suite every week. During those visits volunteers offered to talk to 1077 individuals out of the total of 13,646 people detained during the year. Of these 443 detainees agreed to be seen by the volunteers. From these discussions, the top three requests were for food/drink, interpreters and updates on their case. All requests were reported to the Custody Sergeant and the majority of them were addressed during the course of the visit.

I have also had the opportunity of undertaking a custody visit with one of the volunteers and was impressed by the professionalism and skilful approach the volunteers took to handling their conversations with detainees.

I am very proud of my Custody Visiting Scheme and particularly the results which during the past year which resulted in the best ever performance with no missed visits and the awarding of the Independent Custody Visiting Association Gold Award and re-accreditation of the Investing in Volunteers award for a third consecutive term.

I am now a member of national Independent Custody Visiting Association Board of Directors so I have a voice on national issues and developments for custody visiting.

Representative workforce

I have always advocated a workforce that is truly representative of the community it serves. Leicester, Leicestershire and Rutland is one of the most gloriously diverse communities in the country and the police work hard to achieve true representation. But we still have some way to go. For this reason I included a second Positive Action post in the last budget, the aim of which is to attract people into the police from all of the minority groups across our community.

I have been clear that I want to see more people from EVERY background working their way along their desired career path in the police. Over recent years funding cuts have made it difficult, if not impossible, because there were so few new entrants, but I am now expanding police numbers and I want to draw in a more diverse workforce. Of all the major institutions or public services, the Police Service is arguably the single most important profession that needs to accurately reflect our society.

At the end of March last year the number of BAME police officers in the UK stood at 6.6% of all officers. At the same time just 3.7% of officers in senior ranks were from the Asian, Black, and other ethnic groups combined, compared with 2.8% in 2007.

In Leicester, Leicestershire and Rutland the figures are better, but we are a very diverse community and we would expect to have higher Black and Minority Ethnic (BAME) representation in our police. We need these figures to be much higher still.

But it is important to remember that diversity is about much more than race. We also need to prevent discrimination against people on the grounds of age, disability, gender – and gender reassignment – marriage and civil partnerships, pregnancy and maternity, religion and belief, sex and sexual orientation. I'm proud that in 2018 Leicestershire Police was in Stonewall's Top 100 employers and I fully support the many other ways in which diversity is welcomed.

Responding to Demand

As a result of austerity the police have had to become increasingly efficient in how they manage all the incidents they deal with. Generally this has resulted in increasingly specialised services and a reduction in the more traditional generic role such as neighbourhood police officers.

More recently the force has developed a new operating model which returns to neighbourhood based 'omni-competent' police officers, who can respond to incidents, investigate crimes and build relationships at the local level. I have received regular briefings on these plans which will result in much more accessibility to the police for our local communities and I look forward to the work being completed over the course of the forthcoming year.

Accessibility

Accessibility is not only about the physical whereabouts of the police. I have already mentioned about the increasing threat that cybercrime poses for our communities and businesses. In order to combat that and to take account of the increasingly online nature of our lifestyles it makes sense for our police to have an online presence also, and there have been, and will continue to be, a lot of developments in this area.

For instance, the police have now introduced an online system for reporting crime at <https://www.leics.police.uk/> This system allows the public to report non-emergency crimes quickly and easily. The website also provides information to people about how they can reduce their future risk of being a victim of crime by advising them how to build their resilience. The site also directs people to the appropriate place to deal with other concerns, such as fly tipping or abandoned vehicles.

Similarly I have provided the police with a new tool that allows them to enter crime details whilst at the scene and without returning to the office. They can also take fingerprints at the scene by using new digital technology and are exploring ways in which interviews are conducted by using body worn cameras.

In addition, we have made increasingly successful use of social media to promote important messages, particularly about crime prevention. For instance, the award-winning 'Kayleigh's Love Story' and 'Breck's Last Game', have attracted well over a million views each from members of the public. I am convinced that this sort of media can have a really big impact in preventing future crime.

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VICTIM SERVICES



During the past year a total of £1,386,885 was spent on victims' services.

In 2018, following consultation with service users, a new specification was drawn up for services to victims, delivered under the PCC's Victim First brand. The new contract was awarded to Catch22, initially for three years starting in August 2018.

The refreshed Victim First service was built upon the knowledge and advice of Leicestershire's diverse communities. Established specialist advisory groups for race, disability, old age and LGBTQ+ were consulted with to ensure that the Victim First service meets the needs of all communities.

The new contract brings sweeping improvements to the way victims are supported in the aftermath of a crime, ensuring help is available from within the community.

As well as new opening hours to improve flexibility, the revised service sees staff working at police and partner premises across Leicester, Leicestershire and Rutland to deliver face-to-face support and increased accessibility.

A new website with a new web-chat facility has been introduced to enable victims to ask any initial questions or queries they may have and/or receive the full support package at the click of a button as well as via traditional means such as by phone or face-to-face. The new website is designed to meet the needs of vulnerable victims who might not have previously felt comfortable accessing support.

Meanwhile, young victims will be provided with access to a dedicated young person's caseworker as well as the provision of appropriate group support and youth-specific advice.

It is part of a series of improvements to the service designed to improve the effectiveness and speed at which victims can access vital help in the aftermath of their experiences.

Caseworkers will be on hand during operating hours to provide emotional support and to enable victims to find out key information that will support them on their journey.

The service has been funded to support victims of high level anti-social behaviour.

The aim is to ensure excellent victim services for all service users including those that have been victims of high level anti-social behaviour as well as victims of crime. Performance of the Victim First service for 2018/19 is as follows:-

- 15,080 referrals
- 1,045 were repeat victims, 310 were self-referrals, 2,078 received significant (enhanced) support
- Of those surveyed:
 - 94% of those surveyed felt safer
 - 94% of those surveyed had improved health and wellbeing
 - 92% felt better able to cope
- Referrals via the police have increased by 7% (809 referrals) from the previous year
- Self-referrals have increased by 34% (77 referrals) from the previous year

Ensure Victims Code of Practice (VCOP) compliance

My Victim First service is designed to meet the Victims Code of Practice (VCOP), which ensures that victims receive a high-quality service. Contract monitoring ensures that this is the case. In the coming year I will take responsibility for ensuring that all of our criminal justice partners and the whole criminal justice system meets these quality standards for victims.

Sexual Assault Referral Centre (SARC)

My office has worked extensively with NHS England and fellow OPCCs to both fund and put in place a new regional sexual assault referral centre (SARC) for children and young people (Paediatric SARC). Leicestershire children and young people who have been sexually abused can now access specialist support, medical and forensic services in both Nottingham and Northampton (previously all victims had to travel to Northampton). These victims also have access to up to ten therapeutic sessions to help them in recover from their ordeal.

I have also ensured that a high-quality adults SARC (Juniper Lodge) continues to operate in Leicestershire, provided by the police and funded by both NHS England and myself.

Domestic Abuse

Often referred to as a hidden crime, domestic abuse is typically under-reported. A great deal of work has gone into encouraging people to report concerns and incidents.

We believe that the reported levels are merely the tip of the iceberg, which is shocking when you consider that Leicestershire Police receives around 20,000 calls a year – that works out at 56 a day - relating to domestic abuse.

In response my team has set up a large-scale project working with local authority partners to redesign a large part of domestic abuse and sexual violence services across Leicester, Leicestershire and Rutland. The then Victims' Commissioner (Baroness Newlove) was invited to give an opening speech in the engagement activity with stakeholders and victims which gathered extensive insight into what victims of these crimes need to cope, recover and remain safe. When we have completed the work, we will have a much stronger set of services to respond to domestic abuse and sexual violence across our area with the services designed to respond more flexibly to the needs of victims.

VULNERABILITY PROTECTION



I fund a wide range of initiatives to ensure that some of the most vulnerable members of society are able to be more resilient in the face of adversity. For instance we have worked with the City and County councils to improve substance misuse treatment services. These are delivered by Turning Point who provide flexible services in our prisons and to those living on the streets who often struggle with mental health and multiple other problems as well.

Hidden crime

I have worked hard with partners to understand the extent of the largely hidden problem of modern slavery.

This is a complex area and I have agreed to fund the expansion of our local unit so that it can embrace all forms of human exploitation in one team that works closely with our partners in a shared base. This new team will benefit from seven additional staff to allow it to increase its intelligence gathering and its intervention in typical areas of exploitation, such as car washes, nail bars and the sex industry.

Nationally, there are increasing reports of forced labour in construction and food service industries, demonstrating that this is a very dynamic area of criminal exploitation requiring high levels of alertness across all partners and communities.

The key elements of our multi-agency approach include:

- Identifying and reporting incidents
- Pursuing and disrupting perpetrators
- Preventing would be victims and would be perpetrators from becoming involved.
- Supporting victims and their full recovery/re-integration into society
- Guarding against any forms of modern slavery and human trafficking within our own organisation and supply chains.

Modern slavery is a national/international issue and it is important that I work with fellow PCCs in addressing it. The lead PCC is the West Yorkshire PCC and I have drawn heavily on the learning from the programme being developed in that area to apply the findings locally. This includes the development of a toolkit to enable all professionals and members of the public to identify modern slavery more easily and to take the appropriate action.

Mental Health

There is a growing realisation in our society of the extent and impact of mental health issues, which have traditionally been ignored. All of our emergency services, not just the police, regularly tell me that up to 30% of the work they deal with is mental health related, albeit not all of the people concerned will ever have a formal mental health diagnosis. It is in all of our interests to take mental health issues seriously and to recognise the long term problems they create if they are left unaddressed. This applies to all of us, particularly police officers and other police staff who have to deal with extremely disturbing behaviour on a regular basis, which is why I am so pleased to see the introduction of initiatives to support the mental health of all people who work in the police, including mental health first aid and counselling for those exposed to particularly challenging experiences.

The government is committed to improving the mental health of our citizens and has announced increased funding to create higher quality mental health services as well as changes to the Mental Health Act which focuses on the well-being of the person experiencing mental ill-health. For the police, this means having a greater awareness of the mental health issues underpinning many of the incidents we deal with.

To address this I continue to support the Mental Health Triage Car which provides an immediate response to incidents that have mental health components – either by attending or by advising others how best to handle the situation.

I also continue to fund the Pro-Active Vulnerability Engagement (PAVE) team, which receives referrals for individuals where mental ill-health appears to underpin their behaviour resulting in regular interaction with emergency services. The PAVE team includes support and nursing staff to address the often complex issues underpinning someone's behaviour over the long term. Its success can be measured in the reduction in calls to emergency services concerning those people.

On top of this I have also agreed to fund work with Public Health Leicestershire to support people bereaved through suicide. This is a clearly a traumatic experience, but it is also a group that have a high likelihood of committing suicide in the future.

Mental health provision needs to be embedded in all services and therefore I am delighted to say that we have put in place a mental health nurse at the Paediatric SARC as well as in Victim First to ensure that the mental health needs of victims are met and that they are able to access wider mental health provision. In addition, I have funded many mental health related initiatives, particularly within the therapeutic support sector, across the force area through my grant scheme.

Finally, I am pleased to say that the Leicester, Leicestershire and Rutland 'Keep Safe Places' (KSPs), promoted through Leicestershire County Council, was highlighted by Ofsted as an area of good work in the special educational needs and disability (SEND) inspection at Rutland.

Of course we need to do more and with all areas of work we need to learn from the things that go wrong. The police now have monthly Incident Review Meetings to review mental health incidents and maximise the shared resource of practitioners.

Substance addiction

There is a lot of overlap between the elements of my plan that focus on mental health and those that focus on drug and alcohol misuse.

I invest around £500,000 in services to tackle substance misuse per annum. These services are largely co-commissioned with other public bodies reflecting a shared level of responsibility and also reflecting the widespread impact that substance misuse issues can have.

- In partnership with Leicester City Council I co-fund a recovery centre for street drinkers. This service operates a controlled drinking regime which both removes this problem from the city centre environs and enables caseworkers to support street drinkers towards recovery.
- With Leicester City Council, Leicestershire County Council, Rutland County Council and NHS England, I co-fund substance misuse treatment services for those that are addicted to drugs or alcohol. These services are provided by 'Turning Point' and operate across the community and HMP Leicester and were highly praised by the Care Quality Commission in its latest report.
- I also commission a service from 'Turning Point' to provide an out of court disposal workshop. This is similar in nature to the driving speed awareness course to help people to reflect upon their use of substances and to consider whether they have a problem which they need to do something about before it results in more serious crime.

- I fund a number of youth engagement and diversion activities through grass roots community organisations such as 'Streetvibe' and through strategic partnerships with larger organisations such as Leicester City Football Club Community Trust. This provision enables culturally relevant role models to build positive mentoring relationships with young people for whom substance misuse is likely to be only one of many negative features of their lives.
- I have worked with the police and wider partners on the Night-Time Economy project. This focusses on improving the safety of the environment, improving the safety of those too inebriated to safely take care of themselves and to remove illegal drugs from the night-time economy through pro-active police sniffer dog patrols through the city centre. It also influences the decisions of the Licensing Committees to ensure that the selling of alcohol is only allowed when all proper safeguards are in place
- Partnership working is central to my own work and I continue to part fund the posts of two police officers who work closely with 'Turning Point' to ensure that people get the most out of treatment.
- Similarly, I fully support the work of the Mayor of Leicester City in addressing the lifestyles of vulnerable people on the city centre streets.

Keeping Children Safe

Protecting children is a core part of my Police and Crime Plan. The foundation of this is my financial support for the Children's Safeguarding Boards, but that is just the start.

This year, the Child Sexual Exploitation (CSE) Hub was made a permanent feature of police work. Working with partners enables this hub to respond to broader child criminal exploitation (CCE). It is becoming evident that many of those initially presenting as young offenders are actually very vulnerable and are often manipulated by adults into their criminal behaviour.

I have already referred to the support I have given to Warning Zone to ensure that school children are aware of, amongst other risks, the risk of exploitation and I have also funded interventions directly in certain schools to help curb the rising knife crime epidemic. Similarly, I have started funding the Prince's Trust to deliver their highly acclaimed programmes with young people in selected schools across Leicester, Leicestershire and Rutland, focussing mainly on the People Zones areas.

The Police Child Referral Team (CRT) reviewed and made decisions on 3,633 referrals. 1,957 of these were appropriately referred to partner agencies to safeguard vulnerable children and appropriate safeguarding was put in place for all. The department conducted 550 multi-agency strategy discussions for child victims of neglect, physical and sexual abuse, domestic abuse and repeat missing children. This resulted in 25% of the cases being jointly investigated with the Child Abuse Investigation Unit alongside the Child Sexual Exploitation hub and social care. The remainder were managed on a single agency basis.

Domestic and Sexual Violence and Abuse

I have addressed some of the key elements of our work on domestic and sexual abuse in the Victims section above. However, domestic and sexual abuse are major areas of work for the police and have seriously harmful consequences for the people of Leicester, Leicestershire and Rutland. It is worth just being clear about the extent of it.

The force dealt with 6,565 reported domestic incidents and an additional 14,364 domestic incidents involving an associated reported crime during the year. Alongside the reactive investigation and prosecution of these cases (at any one time there are around 100 – 120 active domestic abuse cases being dealt with by the police) the police undertake a number of pro-active and preventative measures. During 2018/19 the Domestic Abuse Investigation Unit (DAIU) issued 138 Domestic Violence Prevention orders (DVPO) and dealt with 162 Clare's Law Applications.

Clearly much of the work crosses agency boundaries and during the year the inter-agency Domestic and Sexual Violence and Abuse Strategic Objectives and Vision have been developed to guide partnership work up until 2022.

The Domestic Abuse and Sexual Violence Service that I jointly fund has also been addressing increasing demands for support. In 2017/18 the helpline received 8,569 calls, increasing to 9,513 in 2018/19 – an 11% increase.

The police continue to manage the risk posed by 1,426 sexual offenders growing by approximately 12% each year, as police teams are more successful at identifying offenders and prosecuting them.

A Paedophile On-Line Investigation Team (POLIT) Strategy has also been created to investigate online sexual offending.

Hate incidents

I continue to raise awareness of hate incidents and crimes through community engagement and partnership working and the level of reporting continues to rise in response to growing awareness. For instance, 1,629 hate crimes were recorded in the year, which was an increase of 9.3% (152 offences). This is a positive sign that people believe hate crime will be treated seriously and properly addressed by the police.

To better understand hate crime perpetration across the force area I have funded the University of Leicester's Centre for Hate Studies to undertake some detailed research. This valuable research will support both the police and my office in developing and delivering a perpetrator programme which challenges entrenched attitudes and beliefs which both sit behind and fuel hate crimes.

However, we can't be complacent. I believe there remains some under-reporting within our communities and awareness-raising work will continue with partners and communities to identify and remove barriers to reporting.

Missing from Home

There were 5,050 reports of missing people during 2018-19, an increase of 838 or 16.6%.

A lot of the missing person incidents have involved young people, particularly from children's homes and officers have been working with these homes to identify ways of limiting the number of incidents and safeguarding the young people more effectively.

I have funded a post to work with children's homes on this issue and I am pleased to say that the post has now been built into partner's mainstream funds, reflecting its effectiveness.

This year I have also funded a new purpose-built Incident Command Unit (ICU) for Leicestershire Search and Rescue who work in close partnership with the police to locate missing persons. The new ICU will serve the team for many years to come and help the police find vulnerable high risk missing persons using the latest technology hosting both the search managers and police search advisors in one vehicle for joint collaborative working.

But that doesn't mean the problem has stopped – far from it. In fact, we are increasingly experiencing problems as children are moved into Leicester, Leicestershire and Rutland children's homes from outside this area. There has been a lot of progress, but there is more to do.

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VALUE FOR MONEY



It is crucial that I ensure value for money is delivered in the provision of policing services and services that I commission directly. My Police and Crime Plan set out the areas on which I wished to concentrate over my term in office and I am pleased to highlight below how these have been delivered.

I said I would be more responsive, reflecting changes in budget demand as issues arise and I have expanded the budget to include significant additional investment in digital capability to help to combat the ever-changing world of technology within the criminal world.

I have provided support to groups and projects outside policing who have better knowledge and reach within our 'hard to reach' and 'hard to engage' communities by supporting grassroots organisations through my grant funding process and making funds available when there are urgent issues to address, as I did with the £100,000 knife crime grant.

I have increased police officer numbers and enabled police officers to spend more of their time on the frontline through a more flexible use of overtime and different arrangements for scene preservation, which often takes precious officer time away from core duties.

I have changed the whole approach to budgets, grants and commissioning to make it much simpler and more accessible, particularly for grass roots organisations.

I have also developed a new Commissioning Framework which covers a multi-year period, so providing a greater degree of funding certainty to the organisations who are financially supported through this approach.

I have ensured that Leicestershire Police Procurement is aware of the impact of using local suppliers who support the local community through employment. They also provide benefits from reductions in travelling and delivery times which in turn helps us to reduce carbon footprints.

During the course of the last 12 months local growers and farmers have been supported by the purchasing of fresh fruit and vegetables, meat products and milk-based products for sale within Force Headquarters canteen.

Where building works, repairs or emergency call-outs are required then this has been sourced from approved local suppliers which also benefits the local community and sub-contractors. These services provide local jobs and use local resources and materials from sustainable sources.

The introduction of renewable drinks cups in the canteen also demonstrates the commitment to sustainability which is a positive step and meets the aspirational requirements of the workforce. Economic, social value and environmental considerations are at the forefront of each Procurement exercise undertaken.

I receive regular reports on finances throughout the year which tracks spend against the set budget. The police have managed this process impeccably.

I also consider and approve all contracts over a certain level of spend and agree the sale of assets when they exceed a certain limit ensuring I keep a close oversight on the management of finances.

I said I would ensure that local people receive value from the money that is invested in policing and other areas where I am responsible for commissioning services. I have been delighted to receive from Her Majesty's Inspector of Constabulary and Fire and Rescue Service (HMICFRS) reports on value for money comparisons that show that Leicestershire Police compare favourably to other forces.

I have supported collaboration with local partners where it is beneficial. A typical illustration is the joint commissioning of drug and domestic abuse services and in supporting regional collaboration.

I said I would maximise the amount derived via the local council tax through the police precept during my time in office. Each year I have set the amount of precept at the maximum amount to provide as much funding as possible for policing services.

I have also asked the Chief Constable to develop a change programme which includes a savings plan to limit the impact of any resource reduction on visible policing.

Finally, I said I would identify potential additional resources to reinvest in policing. I am delighted that I have received additional central funding for all of the initiatives I have bid and lobbied for, particularly around People Zones and for addressing serious violence.

The Strategic Policing Requirement

The Strategic Policing Requirement (SPR) was issued in 2012 as part of the Police Reform and Social Responsibility Act 2011. It requires Leicestershire and other police forces to provide support to other police areas at times of urgent demand e.g. a terrorist incident, which a single police service could not deal with on its own. Leicestershire Police has met this requirement on 197 occasions during the year, for example to support The Metropolitan Police Service to safely manage the recent visit of President Trump. Similarly, but on a smaller scale, a number of officers were deployed to Salisbury, Wiltshire to support the scene preservation commitments in the investigation into the CBRN attack.

The SPR is all about working collaboratively with other police areas to deal with threats that transcend geographical boundaries. Leicestershire Police has an excellent track record in doing this as can be seen from its work with other police services in the East Midlands. With our neighbouring forces we have built a set of exemplar collaborative regional services.

East Midlands Collaboration

Leicestershire Police is involved in a number of collaborative arrangements for policing services. During 2018/19 £9.342m was invested in regional collaborative arrangements. It is estimated that across the region since 2010 at least £70m has been saved as a direct result of collaboration. Of this amount it is estimated that at least £20m could be attributable to Leicestershire.

The policing areas in the East Midlands region are:

- Derbyshire
- Leicestershire
- Lincolnshire
- Northamptonshire
- Nottinghamshire

The budget for 2018/19 for Leicestershire can be broken down as follows to highlight the main regional collaborative arrangements that are in place within this force area:

East Midlands Special Operations Unit (EMSOU)	£6.0m
East Midlands Collaborative Human Resources (EMCHRS)	£1.0m
East Midlands Operational Support Service (EMOpSS)	£0.9m
Regional HR Service Centre	£0.7m
East Midlands Legal Services	£0.4m
East Midlands Criminal Justice Service (EMCJS)	£0.3m
Total	£9.3m

- East Midlands Special Operations Unit (EMSOU) – The East Midlands Special Operations Unit (EMSOU) investigates many of the most serious crimes that affect our region, including counter terrorism. It has an exceptional reputation locally and is held up nationally as the blueprint for collaboration in the UK. The collaboration is broader than any other crime and counter terrorism collaboration in the UK spanning everything from forensic services to major crime. During the past year the Unit has investigated 4 homicides committed in Leicestershire.
- East Midlands Collaborative Human Resources (EMCHRS) – This unit is responsible for training, learning and development and occupational health matters across the region.
- East Midlands Operational Support Services (EMOpSS) – The unit was created in 2015 and delivers a range of services including traffic and firearms. More recently Nottinghamshire has withdrawn and most of the services are now delivered locally.
- Regional Human Resources (HR) Service Centre – This is a collaboration between Leicestershire and Derbyshire and provides a HR support service for the two areas.
- East Midlands Police Legal Services (EMPLS) – This provides legal services to all Chief Constables and Police & Crime Commissioners across the region and is the largest in the country.
- East Midlands Criminal Justice Service – This provides services for four police services including Leicestershire and covers prosecutions; warrants and custody along with other services.

Governance

In delivering my plan I also need to hold the police to account and ensure that they are delivering appropriate services for those who live, visit or work in our area. I have already described how I listen to you and understand your views. However, I also need to check that the police are meeting your expectations.

I do not rely on one source, preferring a more holistic approach. For instance, I have weekly meetings with the Chief Constable and I and my senior team has weekly meetings with the senior police team. We also have six weekly assurance meetings with senior police leaders where we review key areas of operational and financial performance and agree future strategic direction. In addition, I have my own performance manager who monitors police performance against a range of measures on a weekly basis.

I have in place a Strategic Assurance Board which I chair and at which I receive a number of reports from the Chief Constable covering all areas of business in the Force. During the past 12 months the Board has met monthly. I also attend many of the police internal meetings and receive regular reports around key developments.

I attend monthly Crime and Operations performance meetings with my Performance Manager and also hold regular meeting with heads of departments to be informed about performance in each area. Performance features heavily on my agenda at my Strategic Assurance Board at which the police submit quarterly performance reports. At this meeting I review performance and identify areas for improvement.

Further to this I have a weekly one-to-one meeting with the Chief Constable during which we consider and discuss the most urgent issues of the moment and address immediate concerns. At the weekly meetings between the force chief officer team I and my own senior management team, during which we discuss the performance over the previous seven days and also consider urgent operational issues.

During the past year I have attended 6 meetings of the Police and Crime Panel. The Panel, quite rightly, scrutinise my work and the decisions I make. I am grateful to Panel members for their questions and the support they have shown in the delivery of my Police and Crime Plan.

This is a very comprehensive approach to ensuring that Leicestershire Police is delivering the best possible service to you. As I hope you will agree, it is working. Her Majesty's Inspectorate of Constabulary, Fire and Rescue Services has recently assessed Leicestershire Police as good in all areas following an inspection in 2018-19. I am under no illusions that this achievement is the result of anything but a lot of hard work and strong, inspirational, leadership.

I am pleased that some of this important oversight involves members of the public and independent advisers including my Ethics, Integrity and Complaints Committee and the Joint Arrangements, Risk and Performance Panel.

Ethics, Integrity and Complaints Committee

The Ethics, Integrity and Complaints Committee was set up in September 2015 and includes seven independent members appointed through open recruitment. The current membership includes people from backgrounds in law and criminal justice, third sector working, NHS, probation, childcare and safeguarding and business.

The Committee provides a forum for debate on complex operational or personnel issues including issues such as the deployment of 'stop and search'. The Committee may advise on live operations, scrutinise policy and procedure, provide advice about ethical issues and review how complaints are handled by the police.

For the year 2018/19 the Committee focussed on the following:-

- Stop and search
- Operation Darwin – update on new changes to Force operating model
- Dip sampling of complaint files
- Transparency – compliance with the Publication Scheme
- Gifts and Gratuities
- Ethical Dilemmas
- Force policies – Notifiable Relationships Policy and Vetting Policy
- Recruitment processes and outcomes
- Police working with partners
- Complaints against the police – performance data
- Civil claims against the police
- Race, religion and belief support group

In addition, the Committee released two media statements regarding police crime integrity recording practices, the criminalisation of children and the volume and demand of freedom of information requests being dealt with by the Force. The Committee was highlighted on social and traditional media as an example of good practice.

The annual report of the Committee for 2017/18 can be found on the Commissioner's website at www.leics.pcc.police.uk

Joint Audit, Risk and Performance Panel

The Joint Audit Risk and Assurance Panel (JARAP) is an independent body that meets in public. Its purpose is to seek assurance over the adequacy of the following:

- The risk management and the internal control framework operated by the PCC and Chief Constable
- The effectiveness of their respective governance arrangements
- The appointment, support and quality of the work of internal and external auditors as they provide assurance on risk management, internal controls and the annual accounts through their work
- Financial and non-financial performance in relation to risk and value for money
- The financial reporting process.

The panel is made up of five independent members who met on four occasions during the year.

Police Performance – key figures

Over the last 12 months Leicestershire Police Force has recorded 91,315 crimes, an increase of 9% on the previous year's figures.

This increase is in line with all forces in England and Wales and can in part be due to the police uncovering hidden crimes and encouraging them to be reported and also an increase in crime data integrity.

The force's crime recording performance was re-inspected in October 2018 with the findings published in January 2019. This reported a statistically significant improvement in the overall recording of crime. The latest compliance rate is 84.1% which is 8.3% higher than the previous inspection (75.8%). The increase in crime recording compliance can account for approximately 8,000 additional crimes.



USEFUL CONTACTS

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 or visit the force website to use the online crime reporting facility <https://leics.police.uk/report-online>

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

Useful Numbers

Anti-Terrorist Hotline - 0800 789 321

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

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

Contact Crimestoppers to anonymously report a crime or suspicious behaviour.

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

Contact Action Fraud to report fraud and cyber-crime.

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

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

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

Telephone: 0116 229 8980

Website: www.leics.pcc.police.uk

Email: police.commissioner@leics.pcc.pnn.gov.uk

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