



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

Your Communities - Your Commissioner

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

**13 December 2023**

### **Corporate Governance Board Report**

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

### **Purpose of Report**

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

### **Request of the Panel**

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

### **Summary**

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

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

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

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

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APPENDIX 1



**POLICE & CRIME  
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# **CORPORATE GOVERNANCE BOARD**

25<sup>th</sup> September 2023

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## 1. Overview, attendance & purpose

### Overview

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

### Attendance

#### **Office of Police and Crime Commissioner**

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

#### **Office of Chief Constable**

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

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

## Purpose

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

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

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

## **2. Urgent Business**

None raised.

## **3. Declarations of Interest**

None raised.

## **4. Minutes of meetings of the Corporate Governance Board held on 17<sup>th</sup> July 2023**

The minutes were deemed an accurate document.

## 5. Corporate Governance Framework

Deferred to November board.

## 6. Memorandum of Understanding

Deferred to November board.

## 7. Operational Performance

### a. Operational Summary

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

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

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

### b. East Leicester Review

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

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

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

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

To complete the review, the reviewing officers:

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

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



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

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

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

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

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

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

### c. Neighbourhood Policing

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

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

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

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

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

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

#### **d. Trust and Confidence**

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

#### **e. Victims Code of Practice (VCOP) Performance Update**

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

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

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

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

#### **f. Modern Day Slavery and Human Trafficking**

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

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

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

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

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

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

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

## 8. Emerging National and Local Policing Issues

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

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

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

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

## 9. Finance

### a. Update on the Capital Programme

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

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

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

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

### b. Estates Progress (Lutterworth development included)

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

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

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

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

### **c. Medium Term Financial Plan**

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

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

ACO Dawkins stated that the challenge is to recognise the financial risks ahead with the acknowledgement that some risks are easier to manage than others. ACO Dawkins informed the board that the budgeting process for the next financial year had begun. Further updates included that there are plans to deliver Op Forefront<sup>1</sup> this year and that the board will see the benefits from that operation in due course.

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

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

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

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

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

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

#### d. S106 Money

Overview:

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

How much of the money has been spent?

How much of the money is left?

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

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

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

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

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

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

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



## 10. Transformation and Change

### a. Update on the new powers regarding unauthorised encampments

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

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

PCC response: No response – paper noted.

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

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

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

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

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

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

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

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

### c. Information on service improvements on rape victims

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

## 11. People

### a. Recruitment and retention

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

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

## 12. Corporate Risk

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

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

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

## HMICFRS

### a. Homicide prevention

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

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

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

#### *Recommendation 1*

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

#### *Recommendation 2*

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

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

### *Recommendation 3*

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

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

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

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

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

PCC response: The PCC noted the report.

### **AOB**

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

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

Date of next meeting: 22<sup>nd</sup> November 2023