



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

Your Communities - Your Commissioner

Police and Crime Panel for Leicester, Leicestershire and Rutland

12 March 2024

Police and Crime Plan Delivery

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

Purpose of Report

1. As set out by the Police and Social Reform 2012 Act, in his role as the Police and Crime Commissioner (PCC), the Commissioner is required to establish a Police and Crime Plan and deliver such a plan.
2. The PCC brings this report to outline for the Police and Crime Panel how he is fulfilling his duty by establishing and delivering a Police and Crime Plan.

Request of the Panel

3. In light of their role in scrutinising the actions and decisions of the PCC, the Commissioner requests that the panel examines the contents of this report. He would specifically like to ask the panel their opinion on the following questions;
 - a. Is the Panel content in the progress made by the PCC in relation to the delivery of his Police and Crime Plan?
 - b. Would the panel like to make any recommendations to the PCC in relation to this matter?

Summary

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

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

Background

Police and Crime Plan Overview

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

Table One

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

11. Most measures have seen positive movement.

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

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


13. Few measures have seen adverse movement.

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

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

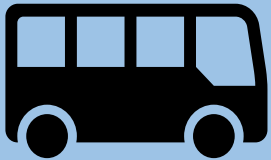
- d. Victim Satisfaction – victim satisfaction has fallen by six percent when comparing the baseline to the most recent data, this continues to be a force priority and the positive increase in the victim's code of compliance (VCOP) should start impacting positively on this metric.

This page is left intentionally blank.

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

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

Urban Policing



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

Current RAG **Amber**

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

32

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



Rural Policing

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

Current RAG

Green

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

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

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

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

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

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

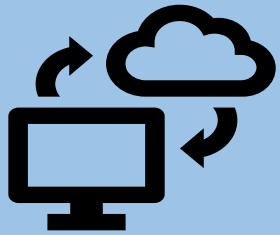
Look at the Mounted Volunteers Scheme and develop other innovative ways to mobilise our rural communities in the fight against crime.

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

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

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

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



High Tech Policing

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

Current RAG

Green

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

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

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

Work in progress through to March 2025

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

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

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

There are currently solar panels on Loughborough, Oakham and Hinckley Road police stations. The Commissioner approved the positioning of solar panels on the field at the bottom of the FHQ site - an array of 1042m² producing 108,800 kWh per year has been designed, this project is underway. The total energy usage by the force has reduced significantly (-28%) when compared to the baseline.

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



Neighbourhood Policing

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

Current RAG **Green**

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



Community Policing

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

Current RAG

Amber

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

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



Protecting Business

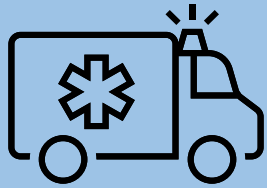
Strategic Objective: Ensure that local businesses have the support they need to protect themselves from crime and that they have confidence that the Force is taking action.

Current RAG **Amber**

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

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

42



Curbing Violent Crime

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

Current RAG

Green

Aim	Activity to Date
<p>Work with partners to share data about the extent, nature and causes of violence so that the right interventions can be deployed at the right time and in the right place and reach those most at risk</p>	<p>Under the PCC the VRN has developed a Serious Violence Dashboard which draws upon a range of multi-agency data and is accessible to CSPs and statutory duty holders to inform their response to serious violence. The VRN also produces an annual strategic needs assessment which provides a comprehensive assessment of the extent and nature of serious violence and looks to increase understanding of the types, distribution and extent of serious violence in the local area and to help local partners to identify the people and groups who are most vulnerable to being or becoming victims or perpetrators of violence and should be used to inform strategic planning including resource allocation. In addition to the SNA, the VRN also provides tailored support to the partners by providing regular, accessible reports and presentations</p>
<p>Ensure interventions reach young people already affected by violence in the places they are most likely to accept support.</p> <p>Ensure that those at risk of a life of crime can be identified so that intervention and rehabilitation services are effectively commissioned.</p> <p>Work with the Chief Constable to identify those offenders who present the highest risk and act robustly to reduce their offending</p>	<p>The VRN have invested in a number of evidence-informed interventions that reach children and young people affected by violence in reachable spaces. Currently, this includes: The Phoenix Programme (a Focused Deterrence programme reaching young people and adults involved in violence and providing support), The Reach Programme (reaching children at risk of exclusion in schools across LLR and providing a tailored package of support), Violence Intervention Project (reaching young people in A&E and in custody and providing support), Mentors in Violence Prevention (a peer-led leadership and bystander programme in primary and secondary schools across LLR) and two specialist providers including Sports and Education, Training and Employment. The VRN have held events for young people in the community including Hope Hack events that empower young people to lead on the solutions to violence prevention. In year one (January 2023-December 2023), 12 community groups reached over 800 children and young people, providing them with diversionary activities. The Phoenix Programme has engaged with 56 identified local individuals to February 2024. The engagement has been a mixture between providing bespoke support and disruption and enforcement. The number of individuals continues to increase as the delivery team are reviewing and allocating cases through a multi-agency process.</p>

43

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

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



Victims of Crime

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

Current RAG **Amber**

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

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



Partnerships

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

Current RAG

Amber

Aim

Activity to Date

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

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

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

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

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

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

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

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

49

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

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

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

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

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

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

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

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



Protecting Personnel

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

Current RAG

Green

Aim

Activity To Date

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

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

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

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

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

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

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

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

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

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

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

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

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

52

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