



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

Your Communities - Your Commissioner

CORPORATE GOVERNANCE BOARD

21st November 2024

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Please note that Emerging Issues has been redacted as not suitable for public domain. Due to time constraints in the board meeting, some papers were noted without comment.

1. Overview, attendance & purpose

Overview

Chaired by the Police and Crime Commissioner, the Corporate Governance Board is attended by both the OPCC and the Chief Officer Team who meet roughly every 8 weeks to discuss and highlight the performance of Leicestershire Police force, allowing the PCC to challenge, scrutinise and discuss potential support from the OPCC. Below is a report detailing the discussions of the meeting held on the 21st November 2024.

Attendance

Office of Police and Crime Commissioner

Mr Rupert Matthews (Police and Crime Commissioner)
Mrs Rani Mahal (Deputy Police and Crime Commissioner)
Claire Trewartha (CEO)
Mrs Kira Knott (Chief Finance Officer)
Mrs Lizzie Starr (Director of Governance and Performance)
Mrs Clare Hornbuckle (Evaluation and Scrutiny Officer, minute taker)

Office of Chief Constable

Mr Rob Nixon (Chief Constable)
Mr David Sandall (Deputy Chief Constable)
Mr Adam Streets (Assistant Chief Constable)
Mrs Michaela Kerr (Assistant Chief Constable)
Mr Chris Kealey (Head of Communications and Engagement)
Mr Alistair Kelly (ACO HR)
Mr Paul Dawkins (ACO FR)

Purpose

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

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

2. Urgent Business

The Chief Constable passed on thanks to those involved in the promotions process for Chief Superintendent and Chief Inspector promotion boards. Chief Constable Rob Nixon informed the board that several recommendations for promotions had been made as a result of this process and the CC will formally write to the PCC to notify him of role changes in Force.

3. Operational Summary

Overview: The Chief Officer Team bring an operational summary paper to each Corporate Governance Board, detailing key operational activity from the previous two months. The summary contains operationally sensitive information and details are therefore redacted from public facing reports. Where comments are made by the PCC in relation to this document, they will be included within the PCC response section.

Force update: Report taken as read.

PCC response: No comments.

4. Emerging Issues

4a) East Leicester Review Update

A full and accurate record of this section of discussion has been taken by the OPCC. The record contains operationally sensitive information and details are therefore redacted from public facing reports.

5. Operational Performance

a) Rape Performance Update

Overview: Rape performance has been closely monitored in the Corporate Governance Board by the PCCs office due to high reporting figures locally that have been seen for some time now. While some high levels may be explained by confidence in reporting and good crime data integrity, the PCC feels it is important to return to this item to understand if there are any underlying issues and understand what the Force is doing to manage and prevent this and understand also how the OPCC can support the Force.

A paper was requested by the PCC with the following brief:

'The PCC would like a paper outlining the current performance in relation to Rape offences including;

- *Trends in recorded volumes over time (5years)*
- *An assessment from the Force on confidence in reporting*
- *Positive outcomes over time*
- *Differing outcomes*
- *Details around changes in practice to improve performance (lightening review)*
- *Update on Op Soteria'.*

Force update: Rape continues to be a force priority, with a dedicated team of detectives progressing all Rape and Serious Sexual Offence investigations, complemented by the recent introduction of a Rape Response Investigators cadre. This month (November 2024) has seen the refresh of the Force Rape Delivery Plan, with areas of enhanced focus and greatest opportunities within the 4 areas of Preventing Victims from being harmed, better Protecting the Public, ensuring the force and our staff are fully Prepared to identify and respond to Rape and increasing the number of offenders being Pursued and brought to justice being identified.

PCC response: The PCC scrutinised the performance of the Force in relation to rape offences and has tasked the OPCC with linking in with the Force to see where the PCC and OPCC can support with prevention activity through commissioned services to reduce the likelihood of rape offences.

6. Finance

a) Provisional Budget

Overview: The final budget is set to be announced and sent to PCCs and Force's on the third week of December 2024, and only then will a full picture be acquirable for upcoming years. A report came to the CGB in July 2024 on the approach to the budget; this paper will set out the strategic context around the results of the Autumn budget statement. The uncertainty of the budget is a key factor to all discussions, and it is understood by the board that much of this discussion is based on assumptions made in the September CGB.

Force update: A verbal update was provided by Mrs Knott and Mr Dawkins. The following points were made among the discussion:

- The potential forecast deficit of £5.9m is more of a range than a set figure at £5.9m, and could in fact be anywhere between £2m and £12m based on ongoing reviews and announcements.
- Uncertainty at the time of this meeting only allowed for 25/26 to be discussed.
- The general reserve is set at 2.3%, noting that a further contribution would be required to maintain this percentage and that this would be reviewed with the reserve strategy in the coming weeks.
- Anticipated announcement of +13,000 neighbourhood policing officers.

PCC response: The PCC noted that in his role he is here as a representative for the people and the taxpayer, stating that the central government grant is in-part formed using tax-payer money. The PCC stated that he would like a clearer rationale as to the value for money this proposal provides for tax-payers funding. The PCC went on to say that he needs reassurance that any spending done is necessary and within a certain remit, emphasising that money is spent in an effective and efficient way.

Referring to an internal briefing note dated 11th November the PCC noted his thanks for level of detail and rationale included within, but continued his previous point, stating that what is missing in this briefing note is some rationale as to why this provides good value for money for the taxpayer. The PCC continued that in future briefing notes it would be useful to have data from previous three-four years

included for comparison purposes and to identify trend direction. CFO Dawkins noted that the Force has been restructured several times within that period and caveats would need to be included to capture the significant strategic context that would be missing on surface level. CC Nixon noted the importance of including a strategic commentary as there is a risk of comparing things that are contextually completely different, further noting that comparisons would also need to incorporate what would be considered normal growth for analysis purposes, looking for exceptional shift or swing over the course of inflation. Mrs Knott agreed with this observation further citing factors such as pay awards which would need to be considered in the strategic context too.

Referring to paragraph 30 on voluntary redundancy (VR), the PCC queried a quote from the report which stated that voluntary redundancy can have a £1m saving. The PCC responded that from experience, VR tends to have high initial cost and it is typically in years 2,3,4+where savings are made. DCC Sandall noted that this was one of many options included within the Force's presentation but explains that it is not a suggestion to utilise and there have since been many more money saving options presented to the PCC.

The PCC asked at what point would he know how much saving reducing contact demand would provide. ACC Streets clarified that reduced 101 services was discussed a worst-case scenario proposition and never proposed as an ideal choice. ACC Streets explained that he consulted with the NPCC lead for Contact Management to see if there were any contractual obligations for 24-hour contact management service, to which the response was no, however the Home Office fund 101 nationally and the Force have been strongly advised against moving away from a 24-hour contact service, mentioning this would also incur some political risk. Referring to service risk, ACC Streets cited that the Force handled around 300,000 101 calls in 24-hour period throughout the year, and that reducing this service would risk either losing these reports altogether, or potentially resulting in a dramatic increase of 999 emergency calls. If contact was to be affected, ACC Streets stated that it would make more sense to review service officer (answer times) before looking at reducing size, emphasising that he certainly would not bring this as recommendation generally and this would always be a last resort.

The PCC noted that if something is included in a list for PCC consideration it needs to have a ballpark figure included, stating that 'unknown' leaves it impossible to make a decision. ACC Streets responded that in order to cost accurately they would need to really understand service offer. CC Nixon continued that the Force is not looking to present any options that are politically difficult for both the

PCC and CC to justify and that the Force are categorically not suggesting any change to contact as they are currently 4th nationally for CMD service standards and have been positively reflected on by HMICFRS.

The PCC summarised by emphasising the point that he cannot take a view on a proposal or offer advice without detail and that having 'unknown' in a report is not helpful. The PCC said that where a figure cannot be added for whatever reason, that a range could be useful, which was agreed by the board.

b) Future Planning

Overview: The board received a presentation from the Chief Constable on the Force's sustainability plan.

Force update: The presentation touched on the period of transition currently being experienced by the Force, mentioning the Police and Crime Plan and the ongoing process of budget setting. The CC informed the board that this presentation brings this work together. The presentation touched on strategic context and challenges, including fiscal limitations and decline of public confidence. CC Nixon then presented the Force's process for monitoring challenges and proposed solutions and how these are prioritised and aligned with the Police and Crime Plan. The presentation went on to outline the sustainable blueprint up to 2030, detailing priority focuses and solutions, financial resources and budgeting principles and providing scenario options to close the Force budget shortfall.

CC Nixon stated that he was looking for an endorsement to do further scope as to what this would look like as an approach, and what the implications would be for the budget.

PCC response: The PCC questioned scenario two, to 'reduce 50 police staff targeted to areas where policing areas can be used', asking if posts will be kept but replaced by Police Officers. This was confirmed by CC.

The PCC continued that he is now into his new Police and Crime Plan and new term in office. In an environment where that is so fiscally challenging all options must be looked at to ensure that the organisation was effective and efficient as possible, including all agreements on staffing and officer numbers previously made. The CC responded that this was a useful steer.

Continuing, the PCC emphasised why he is keen to build budgets bottom up, explaining that when looking from top down there is a stronger sense of urgency which can skew tactical and considered decision making. Building up on the other hand can allow for early identification of savings which may otherwise be missed. Closing, the PCC finally noted that he understands the importance of this process and informed Claire Trewartha that he is happy for some meetings to be cancelled to allow his attendance at budget meetings in December.

7. Transformation and Change

ASB Hotspot Policing

Overview: A grant agreement to the value of £1.57m between the OPCC and the Home Office has been signed for the period of 1st April 2024 and 31st March 2025 (Appendix A). This includes an additional fund specifically to commission community perception research (£99,561). The purpose of the core grant is to:

- Define and identify ASB and SV incidents across Leicester, Leicestershire and Rutland (LLR).
- Identify ASB and SV hotspots across LLR.
- Complete an analysis of the individual hotspots in order to understand the current activity within each hotspot.
- Effectively treat the identified hotspots through partnership working, patrols, engagement and SARA led problem solving plans.
- Conduct end analysis and community perception research in order to highlight the impact of the project.

The PCC requested a highlight report on the ASB hotspot policing project and the outcomes to date.

Force update: The board received a report from Prevention Directorate lead by Grace Strong. The paper provided several updates including the recruitment of six x PCs and one x Sgt to the hotspots team, with a further two PCs joining later in 2024. The paper also outlined the dedicated patrols carried out by the team funded by £200,000 set aside specifically for this purpose, citing a total of 6871

combined hours of tracked and targeted patrols by police and partners. The paper also cited an 8.4% reduction of serious violence within the ASB hotspot areas, and stated that ASB has fallen by 15.2% in the areas of focus.

PCC response: The PCC noted that there were two models to consider for this hotspot policing, one for the City and one for the County. The PCC stated within the paper provided that he could not see the difference between the dedicated teams. ACC Kerr responded that the Force cannot yet carry out a proper evaluation which is why it is not included in this paper. ACC Kerr continued that the Force would need to fund a full-scale evaluation and that with no agreed model in place at the current stage, this could be costly. ACC Kerr instead offered a professional judgement based on what works, triangulating these judgements with impact. This was agreed by the PCC for review outside of the meeting.

8. Corporate Risk

a) Annual JARAP report

The PCC and Chief Constable welcomed the report and time taken over the year by the panel members to provide a high level of assurance on a variety of topics. It was agreed that both the Chief Officer Team and OPCC would take the reports away and provide feedback to the OPCC to enable formal responses to the panel to be drafted.

b) Annual ETP report

The PCC and Chief Constable welcomed the report and time taken over the year by the panel members to provide a high level of assurance on a variety of topics. It was agreed that both the Chief Officer Team and OPCC would take the reports away and provide feedback to the OPCC to enable formal responses to the panel to be drafted.

9. HMICFRS

a) Stalking – Suzy Lamplugh Super Complaint recommendations

Overview: In November 2022, His Majesty’s Chief Inspector of Constabulary and senior representatives from the Independent Office of Police Conduct (IOPC), and the College of Policing received a super-complaint submitted by the Suzy Lamplugh Trust (SLT), on behalf of the National Stalking Consortium. The super-complaint is about the police response to stalking. On 27th September 2024, HMICFRS, the College of Policing, and the IOPC published a report in response to this super-complaint. In response, the PCC requested a paper outlining the Force’s position against each of the recommendations made to Force’s within the publication.

Force update: The board received a report authored by ACC Kerr. The paper includes the Force delivery plan for the PCCs information, stating that assessment will be overseen by the Force’s dedicated stalking lead, and tracked via the Chief Officer Layer Three Vulnerability Board.

PCC response: No comments raised, PCC thanked and report noted.

b) PEEL inspection

Final publication not released before the CGB. Board agreed to await final report publication before discussing formally.

The HMICFRS PEEL report was published formally on the 5th December 2024.

10. AOB

a) Pension Forfeiture

A brief discussion was held around pension forfeiture, with main comments being that there is an emphasis on following the process clearly on all eligible cases of pension forfeiture. CFO Dawkins noted that there was a wider conversation to be had around who benefits from pension forfeiture.

b) SOC - Deferred

Meeting closed 12:00

Date of next meeting: 18th December 2025 (Budget)