



**POLICE & CRIME
COMMISSIONER**
for Leicestershire

Your voice in Leicester,
Leicestershire & Rutland

THE POLICE AND CRIME PLAN

LEICESTER, LEICESTERSHIRE AND RUTLAND 2013 - 2017

DRAFT

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1. MY VISION:

I am extremely proud and honoured to have been elected as the first Police and Crime Commissioner for Leicestershire. It is my vision that Leicestershire Police will be ranked amongst the most effective police forces in the country. I want to see the Force continuing to drive down crime significantly and, by doing this, increasing the safety and security of the residents of Leicester, Leicestershire and Rutland.

This vision is entirely achievable.

Despite reductions in budget (and Force size) during recent years, crime has continued to fall across our area; the Chief Constable and Leicestershire Police must take great credit for this. Just as importantly, the Force already has an excellent reputation for working both with our communities and with our partners who play their own critical part in helping to reduce crime, to tackle the issues that matter most to you. I expect this trend to continue. And I will do all that I can to assist, not least by reinforcing a police culture of dynamism, fairness and professionalism which will be trusted by residents, feared by criminals, and firmly embraced with pride by officers and staff.

The Chief Constable and I have already formed a close and harmonious working relationship, and I fully support his 'Our Duty' Mission Statement, which is:

"To protect our communities by focussing on:

- Dealing with those who cause most harm
- Protecting vulnerable people
- Effectively deploying our people
- Working with partners to solve locally identified problems
- Trusting our people to use their judgement to make good decisions
- Ensuring effective and efficient use of resources"

Working closely with the Chief Constable, I will ensure an efficient and effective Force, where resources are focussed, configured and used in such a way as to provide the best possible value for money. Critically in this, I look to – and indeed expect – the Chief Constable to encourage, recognise, reward and spread excellence throughout the Force.

And lastly, on your behalf, I will listen, decide, and then act in an open and even-handed manner. I will serve each and every resident of Leicester, Leicestershire and Rutland without fear or favour – and I will be seen to do so. In summary, I will be a PCC for all. That is why, in this Plan, I have set clear priorities for the Chief Constable according to your expectations and demands; I will hold him to account for their delivery.

Sir Clive Loader
Police & Crime Commissioner

2. THE POLICING PROTOCOL:

As the newly elected Police and Crime Commissioner (PCC) for the Leicestershire Force area, my responsibilities are set out in the Policing Protocol Order 2011. This Protocol is issued in accordance with the requirements of the Police Reform and Social Responsibility Act 2011 through which my role as PCC was enacted.

I am responsible for the totality of policing within Leicestershire and I will hold the Chief Constable to account for the operational delivery of policing, including the Strategic Policing Requirement (see section 4.3).

I am responsible for setting the strategic direction and objectives through the Police and Crime Plan ("the Plan") and to decide both the budget and the allocation of assets and funds to support the Plan. I expect the Chief Constable to demonstrate how he will deliver my vision and strategic priorities as set out in this Plan, within his own delivery plan.

The Plan covers the whole of my term in office but must also be a living document that is reviewed and considered against emerging threats and opportunities. I will ensure this happens and I expect to re-issue it on, at least, a yearly basis to capture changing priorities.

I have made a commitment to listen and to respond promptly to the people of Leicestershire, indeed, since starting in office I personally respond to around one hundred public contacts a week.

I also expect all officers and staff of Leicestershire Police and the Office of the PCC (OPCC) to abide by the 'Nolan Principles' (as set out in the "Standards of Public Life") and to act with:

Selflessness: Making decisions based in terms of public interest without fear, favour or prejudice.

Integrity: Being above undue or corrupt influences due to financial or other obligations to outside organisations or individuals.

Objectivity: Making decisions and appointments based on merit and evidence.

Accountability: All staff and officers must be able to account for their decisions and actions to the public and submit themselves to whatever scrutiny is appropriate to their office.

Openness: All staff and officers must be as open as possible, giving reasons for their decisions and restricting information only when it is in the wider public interest to do so.

Honesty: All staff and officers must be honest and ensure they do not have any private interests relating to their public duties that might cause conflict.

Leadership: All staff and officers should promote and support these principles through leadership, thought, word and deed.

I will continually seek to assure myself that these principles are being adhered to through the scrutiny processes I have described in section 6 of this plan.

3. POLICING IN LEICESTER, LEICESTERSHIRE AND RUTLAND:

Leicestershire Police is one of the oldest police forces in Britain, stretching back more than 176 years, with the first force – Leicester Borough Police – being established in 1836. Separate forces for the County and Rutland were formed a few years later and, in 1967, combined to create one police force.

Sir Robert Peel is credited with the founding of the modern police service setting out the principle that “the police are the public and the public are the police”. This principle still holds true today and, as your elected representative, I will ensure the police operate without fear or favour, so that they continue to work with the consent and help of the public.

I take office as PCC at a time when the police as a public service face some significant challenges, including the effects of the economic downturn, a rise in the number of protests across the force area, and the complexities of policing new and diverse communities. The Chief Constable has already put in place measures to protect communities from harm, including often unforeseen and invisible threats such as terrorism and serious and organised crime.

The Force area covers 2,550 square kilometres and is serviced by several major road networks including the M1, M69, A1, A6 and A46.



It employs (as of today) 2,124 police officers and 1,299 police staff serving a population of over 1 million. In an average year Leicestershire Police deal with and respond to:

- 702,000 calls into the call centre
- 68,000 crimes

- 29,144 anti-social behaviour related incidents
- 7,083 adult safeguarding referrals
- 18,500 child safeguarding referrals
- 374 planned events and policing operations
- 251 armed deployments

The policing requirement varies from one community to another and from rural areas to towns and city centres. This plan ensures the right balance between policing in Leicester, Leicestershire and Rutland and you can expect a high quality of service and response wherever you live.

The Special Constabulary is an integral part to policing in Leicester, Leicestershire and Rutland and, in the past year, they have volunteered (and completed) 79,888 hours of patrol. This is equivalent to 1,997 working weeks or an additional 41 full time officers patrolling our communities. I recognise the vital role they play in supporting policing across the counties and city, and I am keen to see this level of commitment continue. I express my thanks now to all those who give their time to policing in the Special Constabulary. I am determined that their role, and their already strong history of service, will continue to grow. For this reason, I confirm the Force target to increase the Special Constabulary by 33% from 300 to 400 officers by 2016.

Supporting the uniform presence on each neighbourhood are teams of volunteers who give their free time to support their colleagues by getting involved in crime prevention initiatives, arranging meetings for the neighbourhood, staffing enquiry desks at police stations routinely closed to public enquiries, monitoring CCTV and many other activities. Leicestershire Police have a strong history of working with volunteers and have won the National Policing Improvement Agency "National Volunteer Team" award for the past 4 years with Blaby Volunteers winning it in 2009, 2011 and 2012 and Wigston Volunteers winning it in 2010.

4. THE POLICE AND CRIME PRIORITIES:

Under the Policing Protocol I must consider three key strands when setting the Police and Crime Priorities for Leicester, Leicestershire and Rutland. These are:

1. Setting the strategic direction and accountability for policing. This will include:

- Consulting with, and involving, the public in setting the priorities for the Force
- Ensuring that I remain accountable to you for the service provided by the Force
- Setting the strategic policing priorities
- Holding the Force to account through the Chief Constable

2. Contributing to resourcing of policing response to regional and national threats. This will include:

- Ensuring an effective policing contribution alongside other partners in accordance with national arrangements so as to protect the public from other cross-boundary threats as identified in the Strategic Policing Requirement

3. Working with partners to prevent and tackle crime and re-offending. This will include:

- Ensuring that the police respond effectively to public concerns and threats to public safety
- Promoting and enabling joined up working within the arena of community safety and criminal justice
- Increasing public confidence in how crime is cut and policing is delivered

The strategic priorities set out in each of the three strands are based on comprehensive research and analysis commissioned on my behalf as PCC. This included the following sources:

Force Strategic Assessment. This looks at the existing and emerging policing threats at a local, regional and national level, assessing the level of that threat and the likelihood of harm to the communities of Leicester, Leicestershire and Rutland.

Community Based Surveys (CBS). The last two surveys have been analysed to gauge community views on policing and the expectations of the people of Leicester, Leicestershire and Rutland. This helps to apprise me of those matters most important to our communities through which our priorities (and the budget) can be set.

Partnership Needs Assessment. This work looked at the wider needs assessment based around the known causal and risk factors of crime and disorder. We have used locally produced Joint Needs Assessments and data reports (e.g. A&E attendances/ Alcohol Licence mapping) to support this work. The support and knowledge of the Community Safety Partnerships in this process has been invaluable. We have found, for example; alcohol and drug misuse and dependency, mental ill health, employment and training all feature as strategic priorities across a number of partners within the

community safety arena. These all impact on crime and disorder and confirm the links and interplay between the strategic objectives of the police and our partners. The relationships between partners and the police will be key in the commissioning process and will help ensure the monies are allocated against our shared priorities in a controlled and focussed way.

Victim Survey data. This looks at the post-crime views of those who have need of our service as victims. I have used this data to determine satisfaction and confidence targets for the coming year.

Business Survey. I commissioned a business survey to more fully understand the perceptions of business owners about the impact of crime on their business. This information is being collated and analysed and will improve our planning and response to crimes related to the business community.

Performance Analysis. By gauging how well Leicestershire Police are currently performing against the emerging threats in the Strategic Assessment mentioned above, I have been able to set specific targets against those threats.

Strategic Policing Requirement (SPR). Assessing the SPR and the resources and skills required to achieve this (e.g.: public order mobilisation or counter terrorist response). This helps to inform structure, staffing and budget.

Access to the PCC. I have been elected by the people of Leicester, Leicestershire and Rutland and I am committed to maintaining an open door for communication about issues that matter most to individuals and groups across the Force area. I have been encouraged by the quantity and quality of communications received thus far (around one hundred a week). I believe that listening hard will help me develop and sustain a more realistic picture of the issues that affect local people and I will maintain this view, and hope to develop other means of listening to those voices which often fail to be heard.

The Life Cycle of the Plan:

I made clear in my manifesto the issues and priorities, as I saw them, to enable the police and partners to improve community safety and drive down crime. This Plan sets out key performance targets for the coming year in line with the Force Strategic Assessment, the UK Threat Assessment, and the Partnership Strategic Assessment. In setting the strategic direction of Leicestershire Police I have set clear 'hard' targets and I will hold the Chief Constable to account for reaching these targets in the coming year. I have also included, where appropriate, additional 'stretch' targets to indicate the aspirational goals through Year 1 of this plan and into Year 2. These stretch targets will encourage the Chief Constable to maintain a focus on my priorities if the hard target has been met ahead of schedule: typically they lie in the areas of criminality that have the greatest human dimension and the harm to the victim is at its highest.

The diagram below illustrates the life cycle of the Plan and activities taken to inform and deliver it. It also allows us to revisit, review and re-set the priorities in the Plan if appropriate.

This iterative approach will allow me to ensure I have full and open community consultation and engagement; I am able to inform the Plan through each reporting year and make sure that emerging community concerns are captured as they arise. It also accepts that crime and anti-social behaviour changes through the year dependent on a range of influences. Thus emerging threats can be incorporated into the plan if necessary and threats that have been mitigated, or are no longer a priority, can be taken out. It also allows for the changing economic forecast to be assessed and plans to be drawn up to meet austerity measures through to 2018, as announced in the Chancellor's Autumn Statement (2012). I intend to re-issue this plan in September 2013 once several key events have occurred (namely; the final Financial Settlement and Medium Term Financial plan has been agreed and evaluated, savings plans and options from the Force Change Programme have been completed and a clear timeline for change developed by late June 2013).



Through consultation and engagement with the communities of Leicester, Leicestershire and Rutland and with the Police and Partners I have identified:

- Strategic Priorities for Leicestershire Police to tackle and reduce crime.
- Shared Strategic Priorities to tackle with our partners.
- A Strategic Priority relating to the financial situation.

Under each Strategic Priority I have shown key performance indicators and associated targets (or the outcomes I expect from each strand of work). These priority areas are set out in the next section. They should not be read in isolation, as there are links between the priorities I have set for the police and the contributions of

partners and vice versa. For example, working with supported families with complex needs will impact upon overall crime and anti-social behaviour levels, whilst tackling domestic violence and violent crime has links to alcohol usage and the supported families' agenda. This plan should, therefore, be seen as a collective, cohesive and shared set of priorities which will tackle the most pressing police and crime issues facing Leicestershire Police and partners.

By taking this holistic and shared approach it is possible to approach these issues from three directions. These three cross cutting themes are:

Prevention: doing everything in our power to prevent crime, anti-social behaviour and disorder occurring in the first place. By working together we can also ensure that the most vulnerable in society are protected and their need to call for emergency assistance is reduced.

Intervention: intervening effectively and efficiently across all agencies and the voluntary sector to deal with these issues as they occur, seeking robust and sustainable solutions.

Reduction: working together to reduce the repetitive behaviours and activities that lead to harm, anti-social behaviour and crime.

The Sanctioned Detection Rate:

The sanctioned detection rate will be used to monitor Force's crime investigation standards and associated outcomes; i.e.: the number of reported crimes brought to closure through a formal legal outcome. Specifically it is defined as:

The number of detections recorded during the year as a percentage of crimes recorded during the year. There are ten types of disposal that qualify as Sanctioned Detections:

- Charge
- Summons
- Caution
- Taken Into Consideration – recorded
- Taken Into Consideration – not previously recorded
- Final Warning
- Fixed Penalty Notice
- Reprimand
- Conditional Caution
- Warning for Cannabis Possession

The Positive Outcomes Rate:

Positive outcomes include the sanctioned detections but also take account of restorative and reparative outcomes. These are defined as:

A measure of the number of positive outcomes as a percentage of crimes recorded during the year. The distinction is that these are outcomes during the year for crimes recorded during the same year. The ten Sanctioned Detection outcomes are included together with the Restorative Justice outcomes.

The use of the Positive Outcome Rate as an indicator of performance is currently being debated with the Home Office and Her Majesty's Inspectorate of Constabulary. Until that debate is resolved, I have decided not to include any positive outcome targets within this plan. However, I do expect the Chief Constable to monitor the positive outcomes in-year, so as to create a reliable benchmark which can be used once the final decision (and definitions) on the use of this measure have been agreed. This will be included in future updates of this Plan.

All targets will be compared with the year end reporting figures (i.e. to 31st March 2013) and have been set by looking at the trend data, projected yearly figures and expected impact of the reduction targets against the current trends.

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4.1 THE STRATEGIC DIRECTION OF LEICESTERSHIRE POLICE:

In setting the strategic direction of Leicestershire Police I have considered a range of sources (see page 9) and taken account of the contributions our partners can make to policing and crime in Leicester, Leicestershire and Rutland. The key policing priorities identified are:

Section	Priority	Sub-Category
4.1.1	Being proud of your local Police	How good a job do the police do? Satisfaction with service received
4.1.2	Tackling Crime	Overall Crime Domestic Burglary Commercial Burglary Child Abuse and Child Sexual Exploitation Serious Sexual Offences Hate Crime Violence against the Person Vehicle Crime
4.1.3	A tough response to ASB	
4.1.4	Seeing the Police in Your Area	

The confidence and trust of victims to seek the help of the police and their experiences when they do so is a golden thread throughout this plan. I have purposely chosen measures of success that are meaningful and transparent, so that performance is not restricted to achievement against targets on crime or disorder reduction, but more specifically on meeting the needs of victims.

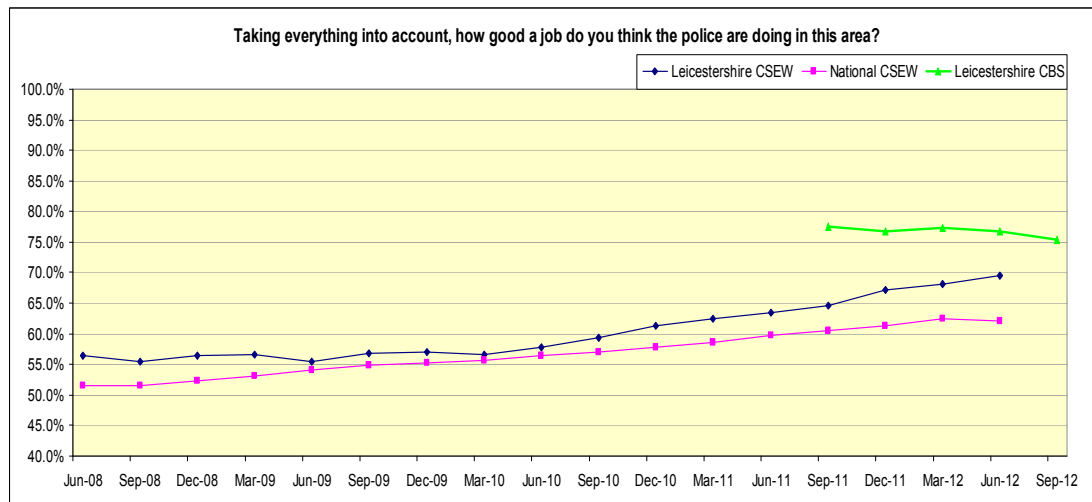
4.1.1 Being Proud of Your Local Police:

The Force Strategic Assessment identifies the existing and emerging crime and disorder threats with which the police have to deal, together with cross cutting themes that impact on all crime types, offending behaviour and community safety.

I said in my manifesto that I would want Leicestershire Police to be amongst the best forces in the country. The Crime Survey for England and Wales (CSEW) asks: **“Taking everything into account, how good a job do you think the police are doing in this area?”** For Leicester, Leicestershire and Rutland approximately 1000 people are surveyed by the CSEW. Additionally, the Force conducts a Community Based Survey (CBS) which asks the same question and has double the number of survey responses and is, therefore, more statistically reliable. As the CBS is completed more frequently than the CSEW it also allows more immediate scrutiny and accountability.

Although the two data sets provide similar results and can both be used as indicators of success, I base the target below on the more reliable data set in the CBS. This data set allows me to drill down to a Local Policing Unit level and hold the Chief Constable to account for any identified differences in service levels between different communities. I expect all officers and staff to play their part in this, meeting the

differing needs of all communities in both rural and urban areas and across Leicester, Leicestershire and Rutland.



Leicestershire Police already perform well in comparison to other police forces across the country and I expect this position to be maintained and improved upon. I will continue to use the CSEW results as a proxy indicator of success linked to the CBS data. This will allow me to make comparative judgements with regards to other forces and over the next three years I expect to see the results for the CSEW converge with the CBS figures at the higher level of 75%.

As I fully expect the Force to undergo significant changes and reductions in the budget over the next four years I have not increased the target from the existing 75% satisfaction levels. In times of change and possible reductions in resources the maintenance of a healthy 75% confidence rate that the “police are doing a good job” is, in my view, challenging yet achievable and realistic.

STRATEGIC PRIORITY: TO PROVIDE A GOOD SERVICE TO THE COMMUNITIES OF LEICESTER, LEICESTERSHIRE AND RUTLAND		
Hard Target:	75% of respondents feel the Force is doing a ‘good job’ in their area.	Measured by: <ul style="list-style-type: none"> Community Based Survey (rolling quarterly basis) Supported by: <ul style="list-style-type: none"> Crime Survey for England and Wales

I will also hold the Chief Constable to account for the quality of service provided to those who need the police or who are victims of crime. Through this measure I will ensure that all victims or users of Leicestershire Police receive the same high level of service regardless of geography or background. I will measure this through the victim satisfaction surveys conducted under Home Office rules and guidance. Over the past year ‘all user’ satisfaction has remained relatively stable at around 85% and has remained static around this mark for several years. The table below shows the changes in satisfaction against the categories measured over the past year (to November 2012).

User Satisfaction Rates Rolling 12 Months as at November 2012						
	Nov-11	Nov-12	Year on Year Comparison & Percentage Change		3 Months Comparison & Percentage Change	
All Users	85.9%	84.5%		-1.6%		-0.6%
Burglary	91.6%	90.3%		-1.4%		-0.7%
Vehicle Crime	87.3%	83.3%		-4.6%		-0.4%
Violent Crime	81.4%	79.8%		-2.0%		-0.9%
Racist Incidents	86.3%	87.7%		1.6%		1.4%
Anti-Social Behaviour	83.2%	83.9%		0.8%		0.0%
Road Traffic Collisions	90.0%	92.2%		2.4%		0.0%

I expect all victims of crime, or users of the police to receive an excellent standard of service and I will, therefore, maintain an initial target of 85% satisfaction for 'all users'. However, I will want to see a 1% increase to this target, year on year, to achieve an overall satisfaction rate of 88% by the end of 2016.

Any activity to increase satisfaction above these levels more rapidly will require a disproportionate commitment of time and resources compared to the potential improved impact and outcomes. I do not believe this to be a good use of police resources when satisfaction levels are already high.

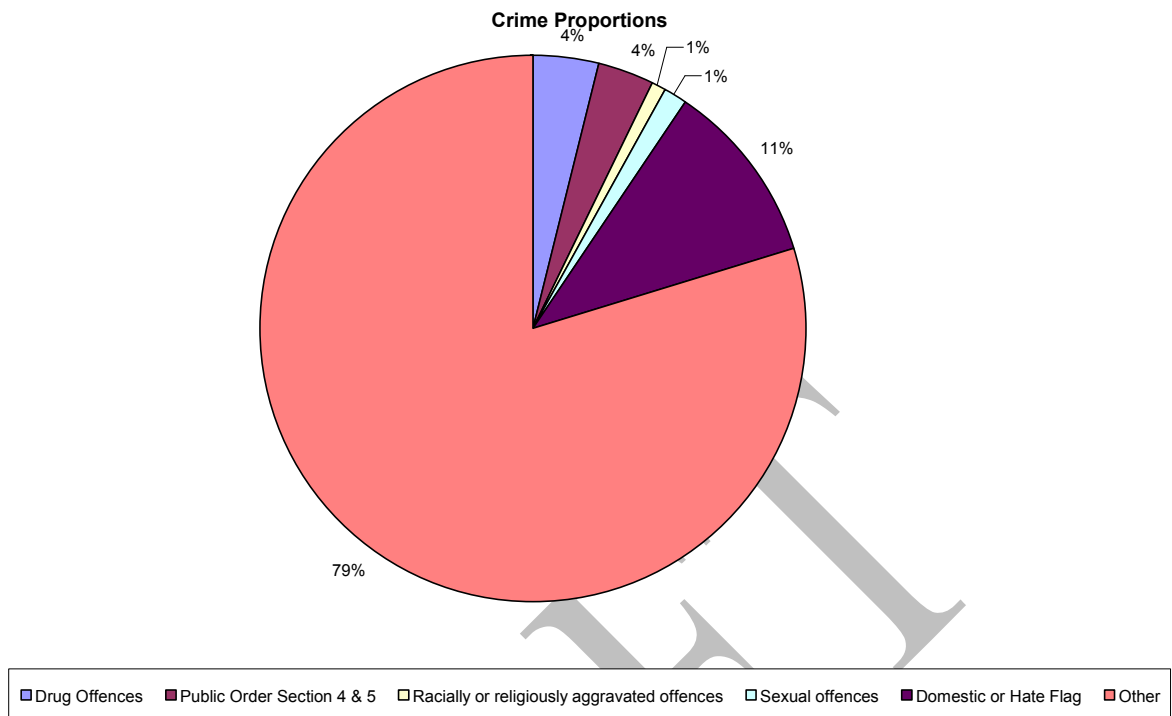
STRATEGIC PRIORITY: TO PROVIDE A GOOD QUALITY OF SERVICE AND RESPONSE TO VICTIMS OF CRIME AND ANTI-SOCIAL BEHAVIOUR (ASB)		
Outcome Expected:	85% of 'all users' satisfied with service provided.	Measured by: <ul style="list-style-type: none"> Victim Satisfaction levels

4.1.2 Tackling Crime:

Overall, crime in Leicester, Leicestershire and Rutland is at its lowest point in the past 22 years thanks to the excellent efforts of the police and partners; in the past year alone it has fallen another 13%. Reducing crime and protecting people and communities from becoming victims is the fundamental measure of the success of the police service and I expect this to be the focus of Leicestershire Police.

However, it is known that both locally and nationally some types of crime are under-reported. This can be for a variety of reasons including trust and confidence in the police. There are also a number of crimes that are recorded and discovered due to the proactive work of the police themselves including drug seizures and public order offences. I will not set a crime reduction target that leads to adverse effects on the confidence of victims to report their crime nor on the proactive work of officers to find and detect certain types of crime.

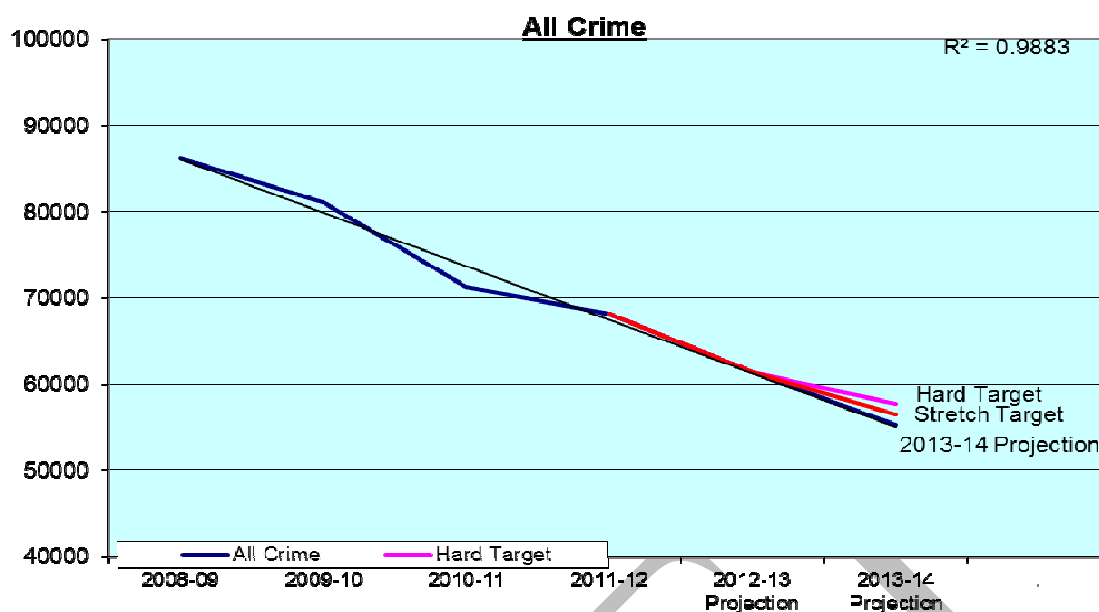
I have, therefore, identified the crime areas where I want to see an increase in reporting and for this to be positively encouraged. These areas include serious sexual assault, domestic violence, child abuse, hate crime and child sexual exploitation. The pie chart below shows these offences together with the crime reports generated by police activity against the total volume of crime. The net impact of this is that of the 68,000 crimes reported in the past year nearly 14,000 falls into a category where I want to see increased reporting.



Taking this into account I have set an overall crime reduction target of 5% which will come from the remaining types of crime where I do not expect increased reporting. This basket totals 54,000 crimes per year. To achieve this, a reduction rate of 6.3% will be needed in the remaining 54,000. To achieve the stretch target of 8% over the first two years of this plan will require a reduction of 10% in the basket of crimes where increased reporting is not required.

STRATEGIC PRIORITY: TO REDUCE ALL CRIME				
Hard Target	5% reduction by 31/3/2014	Stretch Target	8% reduction	Measured by: • Recorded crime figures
Outcomes Expected		32% sanctioned detection rate		Measured by: • Recorded detections
		85% victim satisfaction with service received.		Qualitative Indicator: • Victim satisfaction level for crime

In some priority areas I would like Leicestershire Police and our partners to improve confidence in reporting crimes and contacting the police in the expectation that they will receive a high level of service when they do so. Indeed, I will ensure that victims reporting such devastating crimes against the person such as rape, sexual assault and child abuse, continue to be treated with respect, fairness and with the highest levels of professionalism and energy. In addition, those people committing such offences can expect to receive tough responses, a true determination to arrest them, and the law used to its fullest effect in halting their activities.



I have set a hard target that is slightly above the current reduction trend as it is my expectation that the Chief Constable will encourage and increase reporting in some crime categories, especially where safeguarding concerns arise. I have, therefore, allowed some flexibility regarding victim numbers in order to encourage this positive approach.

The critical areas I want Leicestershire Police to focus on in tackling crime are:

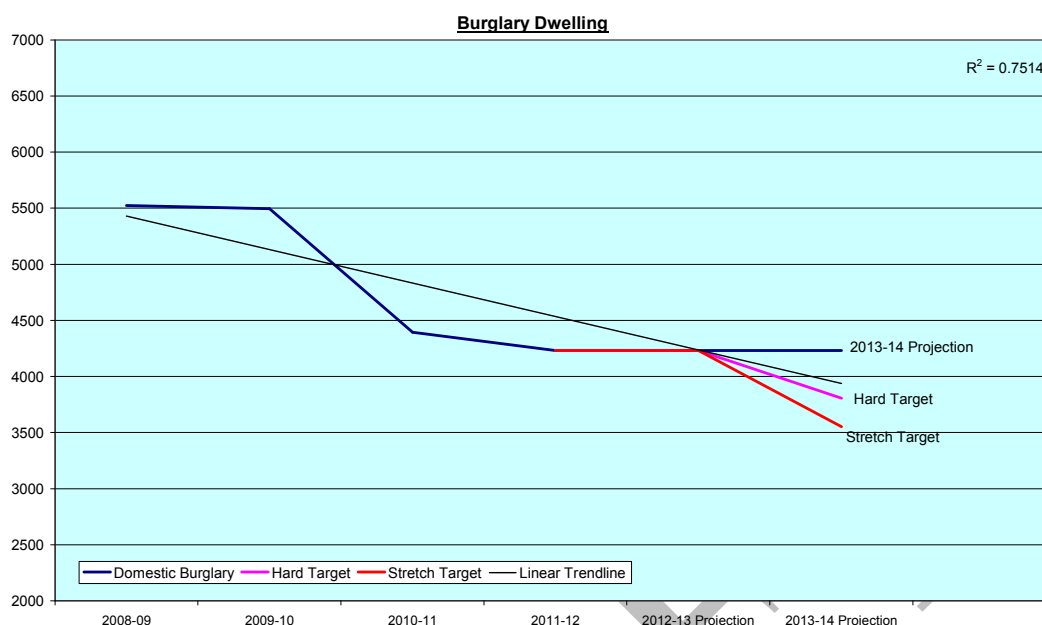
Domestic Burglary:

Burglary impacts on communities across the force area with 54% happening within the city and 46% in the counties and rural areas. In the majority of cases the intention is to steal but the impact is often far greater causing distress and fear amongst victims and the wider community.

Domestic burglary has shown a downward trend in Leicester, Leicestershire and Rutland over the past five years. However, in the past year this trend has been under pressure and there is a risk that burglary of people’s homes may start to rise again if left unchecked. A number of factors might influence this slowing of the reduction trend including: the economic climate; unemployment; drug and substance dependency; and repeat offending. About 24.8% of domestic burglaries are detected, exceeding the current target of 20%; finding the offender is a key tactic in driving down volume and protecting our communities.

STRATEGIC PRIORITY: TO REDUCE DOMESTIC BURGLARY				
Hard Target	10% reduction by 31/3/2014	Stretch Target	15% reduction	Measured by: <ul style="list-style-type: none"> Recorded crime figures
Outcomes Expected		25% sanctioned detection rate	90% satisfaction rate with service	Measured by: <ul style="list-style-type: none"> Recorded detections Qualitative Indicator: <ul style="list-style-type: none"> Victim satisfaction for Burglary

The effect of this target is shown in the graph below and will halt the current rise in domestic burglary.



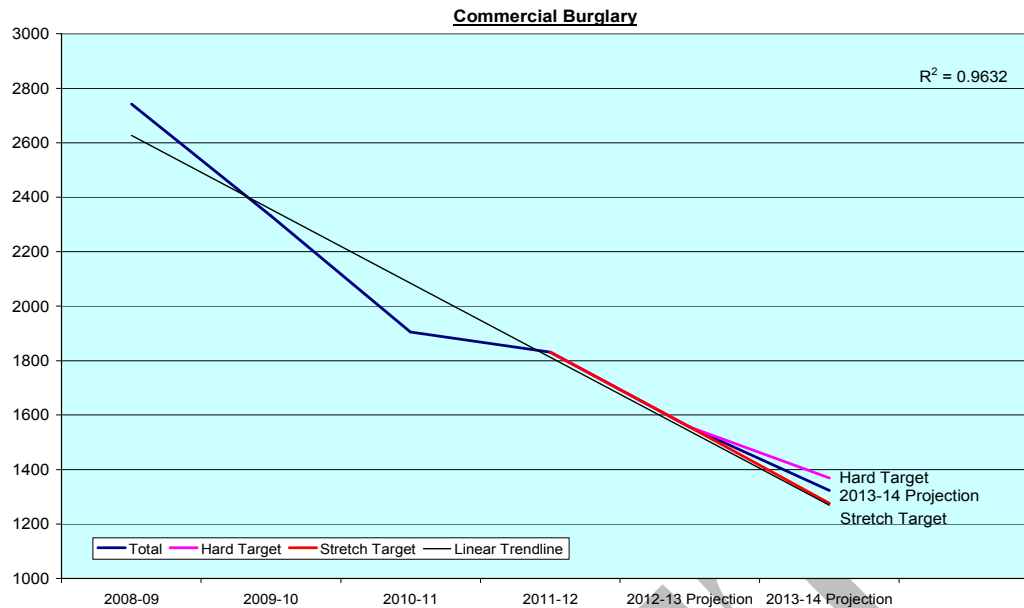
Commercial Burglary:

Findings from previous business surveys show that commercial burglary can have a devastating impact on businesses and can undermine economic confidence and development in some urban areas. It also adds costs to businesses through insurance premiums and repairs following a break in. In the past three years commercial burglary has fallen in Leicester, Leicestershire and Rutland. Nonetheless, commercial burglary continues to impact on a range of premises including factories, warehouses, building sites and car parks. Shops make up 27% of all commercial burglary victims and although domestic burglary shows a trend toward jewellery, only 0.2% of commercial burglaries are targeted against jewellers; this is believed to be due to higher levels of security in such premises.

STRATEGIC PRIORITY: TO REDUCE COMMERCIAL BURGLARY				
Hard Target	12% reduction by 31/3/2014	Stretch Target	18% reduction	Measured by: • Recorded crime figures
Outcome Expected	17% sanctioned detection rate		Measured by: • Recorded detections	

Victim satisfaction surveys do not currently include commercial burglary. I have therefore commissioned a business survey which has recently been completed and is being analysed. Once the results are understood I will be using this to set qualitative measures which will be reflected in future iterations of this Plan.

The target set for reductions in commercial burglary will be challenging as it aims to continue reducing the trend close to the average rate of reduction during the past five years as shown in the graph below. With such a dramatic drop in commercial burglary in the past five years the opportunities for further reductions could be seen as diminishing but by setting a realistic but challenging target, I have ensured a focus on protecting businesses and the economic environment of Leicester, Leicestershire and Rutland.



Domestic Abuse:

In the past year, domestic recorded crimes have fallen by 9.7% albeit this has to be tempered by the fact that the Crime Survey for England and Wales (CSEW) indicates that less than 40% of domestic violence is reported to the police, and that 44% of victims are involved in repeat victimisation. The most common crimes committed in the household are common assault and Actual Bodily Harm (ABH) which, together, account for 62% of the total. In the past six months there have also been four domestic related murders indicating the vulnerability of many people trapped in such circumstances.

I am determined that domestic violence is treated as a priority. In particular, I wish to see an environment in which victims are positively encouraged to report their situation to the police and partners. If this increase in reporting comes to pass, it will inevitably result in an apparent increase in this type of crime and, hence, I have not set a reduction target in this category. Nonetheless, I would like the police and partners to work together to develop a shared, comprehensive understanding of the level of domestic abuse, its causal factors and the best ways to prevent and reduce offending. Working in partnership with other domestic violence support groups and agencies, I expect the police to take a robust approach to those people committing these offences and instil a confidence in victims to come forward and report their experiences to a police force they can trust and rely upon.

STRATEGIC PRIORITY: TO DEMONSTRATE A POSITIVE OUTCOME FOR VICTIMS OF RECORDED DOMESTIC VIOLENCE INCLUDING WITHOUT INJURY (rolling monthly target)		
Outcomes Expected	50% sanctioned detection rate 80% satisfaction with service	Measured by: <ul style="list-style-type: none"> Recorded detections Qualitative Indicators: <ul style="list-style-type: none"> Violent crime satisfaction levels All user satisfaction levels

By April 2014 I will set targets to increase levels of reporting and improve the confidence of victims to report incidents earlier to the police. I will also set targets to reduce repeat offending once the benchmarking work has been undertaken as described in the paragraphs above.

Child Abuse and Sexual Exploitation:

The Leicestershire Police Child Abuse Investigation Unit manages over 3000 crimes relating to child abuse or sexual exploitation every year. I am conscious that the levels of reporting are increasing, as confidence in policing grows and service provision improves. Environmental factors (such as media reporting) also heighten awareness of child abuse and this is likely to impact on the volume of reported abuse. I encourage this increase in reporting in order both to help establish a better understanding of the scale of child abuse in our communities and also to develop a culture where children feel able to come forward and seek help.

In this area 11% of reported crimes involve repeat victims, with 277 children suffering sexual assault. Of these 88% of victims were girls. Improvements in policing techniques have also led to an 86% increase in the number of cases of possession of indecent images of children. The commitment of the police and partners in tackling child abuse and exploitation is most commendable and I applaud the work of the Child Abuse Investigation Team and the Paedophilia On-Line Investigation Team. Nonetheless, children remain amongst the most vulnerable in our society and need our protection; I expect police and partners to work together in close harmony to identify both offenders and children at risk so as to ensure early interventions are put in place to protect them.

It is not appropriate to set a detection or positive outcome target for this category. Many cases will not be pursued in the interests of the child or wider familial relationships. Equally, I have avoided setting a target here to ensure there are no perverse outcomes where, in the pursuit of targets, we fail to put the interest of the child first.

STRATEGIC PRIORITY: TO CREATE A SAFE AND SUPPORTIVE ENVIRONMENT FOR THE REPORTING OF CHILD ABUSE AND CHILD SEXUAL EXPLOITATION TO ENABLE KEY PERFORMANCE MEASURES TO BE IDENTIFIED.

Outcomes Expected by 30th June 2013:

- Breakdown of 'historic' and 'current' reporting and outcomes against each category
- Strategic assessment of the threat posed by, and scale of, child abuse and sexual exploitation
- Performance Indicators identified and quantified

Serious Sexual Offences:

Serious sexual offences include rape and sexual assaults on children or vulnerable adults. Over the past year the number of recorded serious sexual offences in Leicester, Leicestershire and Rutland has fallen by 12%. There are 0.22 rape offences per year, per 1000 population and rape has seen a reduction rate of 22.5% in the last 12 months. Some 48% of sexual offences are committed in dwellings with

rape and sexual assault being more likely in domestic settings, whereas offences committed in public tend to be sexual assault and indecent exposure.

The field of serious sexual offences is complex and I would want the police and Community Safety Partnerships to work together to increase their knowledge and practices in order to reduce offending and protect those most at risk of becoming a victim of sexual crime. Sadly, it is estimated that 75-95% of rape crimes are never reported to the police. (HMCPSI¹ – Without Consent 2007). In this regard, the police and our partners must continue to work together to encourage the reporting of serious sexual assault and be in a position to take appropriate, positive action to help those who come forward to report such crimes.

The current detection target of 33% is not being achieved, with year to date performance standing at 26.1%. A number of factors influence this detection rate but it remains a priority to support victims through investigation and bring offenders to justice. Whilst further detailed analysis will be required in the coming year, I expect the police to continue to strive to reach the detection target and bring to justice the most harmful offenders in society.

STRATEGIC PRIORITY: TO DEMONSTRATE A POSITIVE OUTCOME FOR VICTIMS OF SERIOUS SEXUAL ASSAULT (rolling monthly target)		
Outcome Expected	33% sanctioned detection rate	Measured by: • Recorded detections

I will commission bespoke surveys and assessments of the quality of service provided to victims of serious sexual assault throughout the year. This will enable a tailored approach to meet the needs of the victims and allow us to approach them in a more personal and sympathetic manner.

Hate Crime:

I am proud to be the Police and Crime Commissioner of one of the most diverse and multi-cultural force areas in England and Wales; I value this diversity and I will do everything in my power to ensure that all residents feel safe and able to conduct their lives free from the fear of hate motivated crime or anti-social behaviour. Sadly, all available research and testimonies from voluntary organisations (Challenge it, Report it, Stop it: The Government's Plan to Tackle Hate Crime March 2012) suggest that hate crime is "hugely" under-reported; I will do all that I can to create a culture that changes this.

The Equality and Human Rights Commission (EHRC) released its "Manifesto for Change: Out in the Open" earlier this year (following their 2011 report "Hidden in Plain Sight"). Both of these reports look at how the police responded to victims of disability related hate crime and anti-social behaviour, and Leicestershire Police have engaged with the EHRC to implement the recommendations set out in the EHRC reports including:

- Evaluating the steps taken to identify, prevent and address disability hate crime
- Complying with the Public Sector Equality Duty
- Identifying repeat and vulnerable victims at the first point of contact
- Being transparent in the reporting of hate related crimes and incidents

¹ Her Majesty's Crown Prosecution Service Inspectorate

I have pledged (in my manifesto) to protect the most vulnerable in society and to support victims of crime and ASB. I expect Leicestershire Police to work with all partners to encourage the reporting of all hate crime (e.g. motivated by race, religion, sexual orientation, transgender and disability) and to promote confidence amongst our communities that they will be protected from harm whilst those committing such offences will be dealt with swiftly and robustly.

STRATEGIC PRIORITY: TO DEMONSTRATE A POSITIVE OUTCOME FOR VICTIMS OF RECORDED HATE CRIMES (rolling monthly target)		
Outcomes Expected	55% sanctioned detection rate 88% satisfaction with service	Measured by: <ul style="list-style-type: none"> Recorded detections Qualitative Indicator: <ul style="list-style-type: none"> Racist incident satisfaction levels

Violence against the Person – With Injury:

Violence against the person accounts for over 17% of all crime recorded. The top categories are Actual Bodily Harm (ABH), Common Assault, Harassment and Fear or Provocation of Violence. Weapons have been used in 8% of all offences and, in over half of all offences, the victim suffered some level of injury.

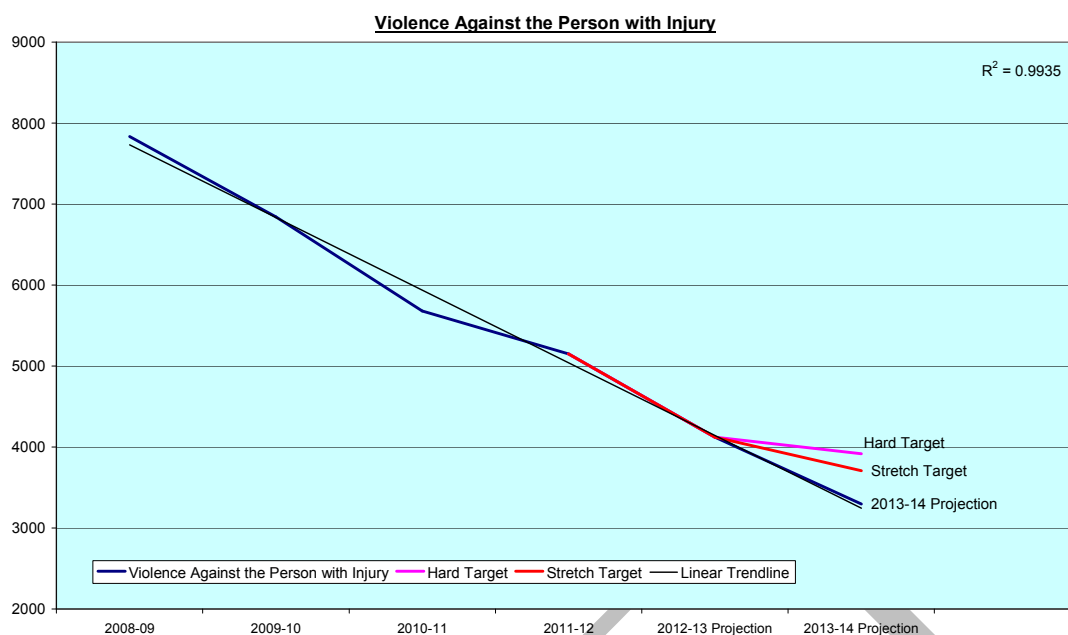
In the current reporting year violence against the person has fallen by 15.5% exceeding the Force target of 5%. If the force continues to reduce violence against the person at the current rate, this will result in approximately 2100 fewer victims than in the previous year. Some 46.9% of the reported offences have been detected - just short of the 48% target detection rate.

Analysis shows that over 12% of assaults were committed by repeat offenders, with a clear link here to domestic abuse. Whilst I encourage increases in reporting for domestic abuse, the approach taken here to reduce assault with injury will help to reduce the harm occurring and thus protect victims.

STRATEGIC PRIORITY: TO REDUCE VIOLENCE AGAINST THE PERSON – WITH INJURY				
Hard Target	5% reduction by 31/3/2014	Stretch Target	10% reduction	Measured by: <ul style="list-style-type: none"> Recorded crime figures
Outcomes Expected	50% sanctioned detection rate 82% satisfaction with service			Measured by: <ul style="list-style-type: none"> Recorded detections Qualitative Indicator: <ul style="list-style-type: none"> Violent crime satisfaction levels

As there is a link between this priority and that of domestic violence I have indicated that performance reports to break down violence against the person into a comparative analysis of 'all violence with injury' against 'domestic violence with injury'.

The targets set out below are slightly less demanding than the trend for reductions in 'violence with injury' seen in the past five years but are more demanding than the average reduction rate over the past ten years. I have set this target at this level having taken account of the volume of violent crime and the realistic opportunities for further reductions.



Vehicle Crime:

Over the past five to ten years the trend in vehicle crime has been on a downward path, this being driven by improvements in car security, changes in dashboard fitted hi-fi systems and heightened public awareness of crime prevention tactics. The last year has seen overall vehicle crime starting to increase particularly in relation to theft from vehicle offences which have risen by nearly 9% compared to the previous year. Whilst theft of a vehicle remains down by over 19%, the main reasons for the reversal in trend for theft from vehicles are increasing fuel costs and the value of scrap metal. The impact of this is a rise in catalytic convertor thefts due to the scrap metal value and in number plate thefts (which are then used in the commission of other crimes including ‘bilking’ - making off without payment).

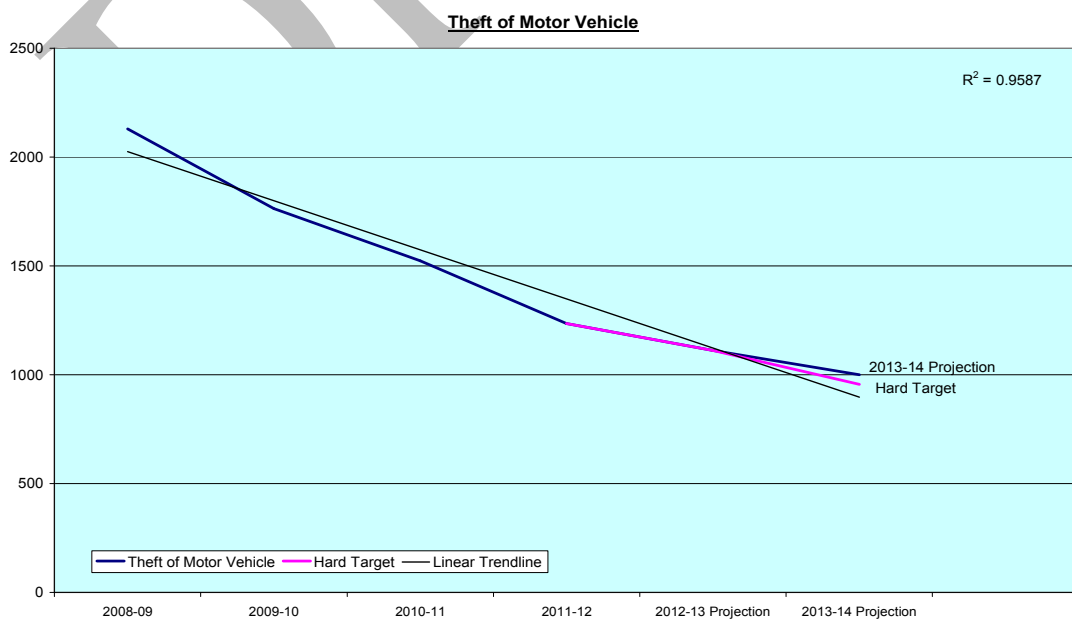
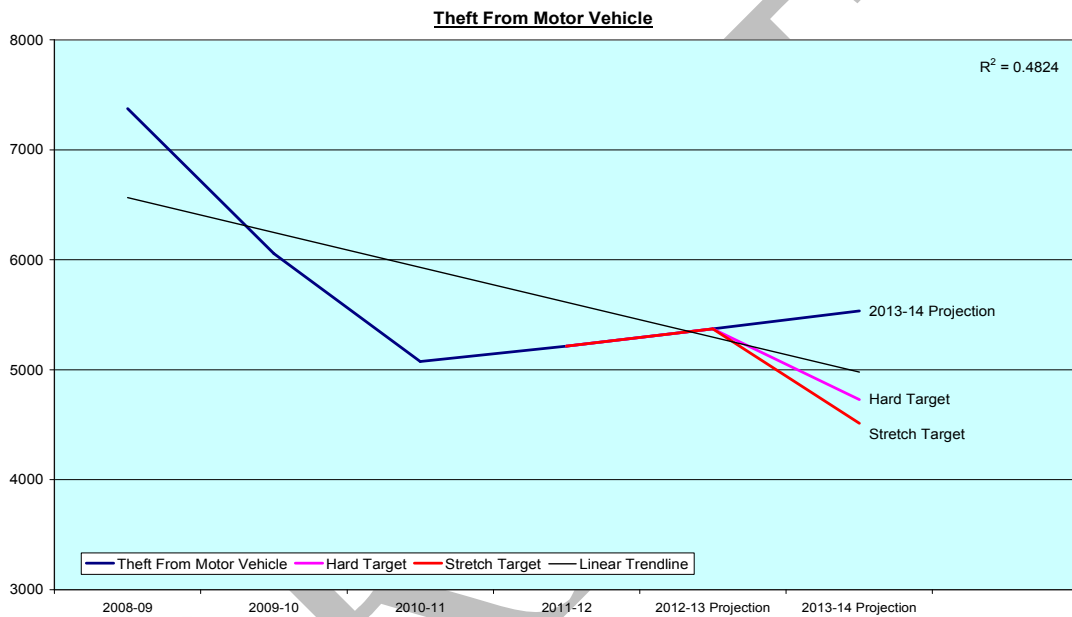
The Force Strategic Assessment highlights rising crime levels in relation to theft of diesel, including links with organised crime groups as well as rural plant / vehicle theft. About 84% of diesel theft occurs in the county with increasing numbers of lorries attacked for their fuel rather than their cargo.

Criminals travelling across county boundaries to commit crime in Leicester, Leicestershire and Rutland are also linked to diesel theft and rural plant / vehicle thefts (which are targeted for their value and agricultural use). There is a perception that such rural crimes are addressed with insufficient rigour, and I expect the police to focus on these aspects of vehicle crime in achieving the targets I have set out.

STRATEGIC PRIORITY: TO REDUCE VEHICLE CRIME (theft from Motor Vehicle)				
Hard Target	14% reduction by 31/3/2014	Stretch Target	18% reduction	Measured by: • Recorded crime figures
Outcomes Expected		15% sanctioned detection rate		Measured by: • Recorded detections
		85% satisfaction with service		Qualitative Indicator: • Vehicle crime satisfaction levels

STRATEGIC PRIORITY: TO REDUCE VEHICLE CRIME (theft of Motor Vehicle)				
Hard Target	12% reduction by 31/3/2014	Stretch Target	16% reduction	Measured by: • Recorded crime figures
Outcomes Expected		30% detected		Measured by: • Recorded detections
		85% satisfaction with service		Qualitative Indicator: • Vehicle crime satisfaction levels

The graphs below show the impact of the reduction targets against current trend data for vehicle crime. The target for theft from vehicles corrects a current upward trend whilst the target for theft of vehicles aims to maintain a healthy reduction rate seen over the past five years.



4.1.3 A Tough Response to Anti-Social Behaviour (ASB):

Anti-social behaviour (ASB) in Leicester, Leicestershire and Rutland is reported as the third lowest level in England and Wales with a rate of 39.6 incidents per 1000 population. In the past year, ASB incidents have fallen by 19% compared to the previous year having been subject to considerable scrutiny and focus by Leicestershire Police. Nevertheless, ASB remains a key priority if we are to ensure that all communities are able to enjoy a high quality of life, free to go about their daily business without fear, and exercise their fundamental rights to liberty.

Whilst there are clear links between areas of higher populations and the level of ASB incidents (including Leicester City and Loughborough) ASB by its very nature can have a devastating effect on the victim wherever they live. This is especially true where victims and communities are subjected to repeat and persistent ASB. Where victims report ASB I want them to receive a rapid, consistent and robust response from the police to halt the activities of offenders.

Many ASB incidents do not fall into 'recorded crime' classifications and are, therefore, not subject to the same range of outcomes (e.g. charge or summons) as crime incidents. It is, therefore, not possible to set an outcome target in terms of sanctioned detections.

I have not set a reduction target for ASB as national research indicates an underreporting of incidents by victims of ASB. Leicestershire Police, together with local partners, have taken a very positive approach to tackling ASB over the past five years and I wish to see this continue. In the coming months shared case management systems will be developed to allow automated reporting of ASB incidents across agencies. This will allow all partners to get a better understanding of the scale and extent of ASB within Leicester, Leicestershire and Rutland. Until this work is complete I have avoided a reduction target to encourage the reporting of ASB and build trust in the residents of Leicester, Leicestershire and Rutland to report ASB when it occurs.

STRATEGIC PRIORITY: TO PROVIDE A GOOD QUALITY OF SERVICE AND RESPONSE TO VICTIMS OF ASB (rolling monthly target)		
Outcome Expected	85% satisfied with service provided.	Measured by: <ul style="list-style-type: none"> Victim satisfaction levels

4.1.4 Seeing the Police in Your Local Area:

In accordance with my manifesto I am keen to ensure that as much officer time as possible is spent undertaking their core tasks and being visible to the public. In January 2013 Leicestershire Police moved to a new shift pattern for their response teams with a new Neighbourhood Policing Model aimed to improve visibility and availability of officers at critical times of demand in your local areas. The Contact Management Department (999 calls and operations room) are themselves undergoing consultation regarding moving to a new shift pattern in April 2013 aimed specifically at improving the match of resources to demand profiles.

Whilst these changes are taking place it would be difficult to set a hard visibility target but I am tasking the Chief Constable in three areas to support my objective:

1. To undertake a review of the paperwork and other duties that keep officers in station, to see how these can be removed, reduced or delivered in other ways.
2. Linked to 1 above, to identify how technological solutions can be better applied, ensuring an appropriate balance between time saved and security risks.
3. To undertake a detailed benchmarking exercise to understand the impact of the above changes from which I can set a clear, specific and measurable target when this plan is re-issued in September 2013.

By working with partners to resolve some of the shared priorities we can also increase the availability and visibility of police officers to complete other tasks. This shared approach will help other agencies to free up capacity too and by working together I firmly believe we can improve the services to all residents.

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4.2 CONTRIBUTING TO REGIONAL AND NATIONAL THREATS – THE STRATEGIC POLICING REQUIREMENT:

The Home Secretary's Strategic Policing Requirement recognises that police forces need to work cooperatively across force boundaries to plan for, and deliver, effective capabilities to tackle threats that stretch from local to national but which require a response that is rooted in local policing. These threats – such as terrorism, organised crime, public disorder and civil emergencies – can spread across the country quickly and dynamically, witness the riots of summer 2011. This Police and Crime Plan sets out how Leicestershire Police will deliver the Strategic Policing Requirement (SPR).

4.2.1 Responding to Public Protest:

Over the past year, Leicestershire Police Force has faced a significant challenge in policing large events and public protest. This has included a significant public demonstration in February 2012, support to the Olympics (including protection of the British Team at Loughborough University), and numerous large scale festivals and sporting events.

The Force Strategic Assessment and the UK Threat Assessment identifies three main threats to public order across the force area in the future:

- Football and major sporting events
- Industrial dispute and public days of action
- Protests from activist groups

It is important that Leicestershire Police are able to meet high demands and have the resilience to support national and regional forces where appropriate and necessary. I will ensure Leicestershire Police are able to meet the requirements of the SPR by:

- Ensuring the capacity to provide trained Police Support Units available for deployment nationally when needed.
- Ensuring officers are trained to common minimum standards and common deployment methods with regional forces.

I want the Chief Constable to continue to work with partners, regional forces and our communities: In particular, I would want him to collaborate and train with regional and national partners to ensure consistency in tactical delivery and command functions, most especially in:

- Public order tactics
- Specialist skills provision including dogs, roads policing and firearms
- Operational planning
- Contingency planning and testing

It is of note, however, that police forces must stretch to meet such short term contingencies rather than routinely being configured to meet such extremes in demand. The latter would create a force which is 'flabby' rather than lean and fit for purpose.

4.2.2 Serious and Organised Crime

'Serious and Organised Crime' is that which involves serious violence, substantial financial gain or which is conducted by a large number of persons in pursuit of a common goal. Such activities range from organised theft to immigration, drug importation, counterfeiting and violent crime. These groups tend to operate across force boundaries and have links either regionally or nationally. They require collaborative approaches between forces and other law enforcement agencies in order to be addressed.

I expect the Chief Constable to continue to work with partners, regional forces and our communities to:

- Stem the opportunities for organised crime to take root and stop people being drawn into organised crime
- Identify the threats posed by organised criminals and prioritise activity against them to disrupt and investigate activity and prosecute suspects
- Collaborate and train with regional and national partners to ensure consistency in tactical delivery and command functions, especially in:
 - Major crime investigation
 - Intelligence provision
 - Serious organised crime investigation
- Safeguard communities, businesses and the State by raising awareness of organised crime and helping others to protect themselves from this threat.

4.2.3 Terrorism

I expect the Chief Constable to contribute to the Government's "CONTEST" strategy, to reduce the threats from terrorism in order to allow people to go about their lives freely and with confidence, by working with partners to:

- Identify, disrupt and investigate terrorism activity and prosecute terrorist suspects.
- Collaborate and train with regional and national partners to ensure consistency in tactical delivery and command functions especially in:
 - Special Branch and intelligence provision
 - Response to 'Chemical, Biological, Radiological & Nuclear' (CBRN) incidents
 - Police Use of Firearms
- Work with communities and local authorities to identify and divert those involved in, or vulnerable to, radicalisation
- Protect the UK border (especially East Midlands Airport)
- Lead the immediate response to terrorist incidents in the county, including the response to incidents involving chemical, biological, radiological, nuclear and explosive materials

4.2.4 Civil Contingencies and Local Resilience:

The Leicester, Leicestershire & Rutland Local Resilience Forum (chaired by the Chief Constable) was formed in 2005 in response to the Civil Contingencies Act 2004. This act requires specific organisations across police areas to work together to prepare, respond and recover from different emergencies (such as flooding, strike action, fuel shortages and public protest).

The aims and objectives of the Local Resilience Forum are to make sure that the duties stated in the Civil Contingencies Act (CCA) are met within a multi-agency environment. These are to:

- Co-operate with other local responders
- Share information with other local responders
- Assess the risk of emergencies in the area
- Put in place business continuity management arrangements.
- Put in place arrangements to warn, inform and advise the public in the event of an emergency.
- Provide advice and assistance to businesses and voluntary organisations about business continuity

I am confident that the Chief Constable will ensure that Leicestershire Police work with the local resilience partners to meet the requirements under the CCA.

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4.3 WORKING WITH PARTNERS TO TACKLE CRIME AND RE-OFFENDING:

The police are clearly the main organisation tasked with tackling crime in Leicester, Leicestershire and Rutland, and I have given them clear, realistic and, in places, stretching targets to ensure they deliver on this part of the plan. I will support the Force in achieving this by doing all that I can to develop a shared understanding, and a course of action, with a wide range of agencies to reduce the occurrence of crime and reoffending. This shared agenda will form the basis of future partnerships and I am committed to ensuring that the police and partners are enabled to work collaboratively towards shared priorities, which in turn will lead to the achievement of visible outcomes, to the benefit of all partners.

There is a wide range of data and intelligence available and my assessment of this indicates a number of cross cutting themes that impact policing, partners and wider society. They are:

- Offending and ASB amongst young people
- Alcohol misuse (in particular during night time economy hours) and dependency
- Drug dependency and misuse
- Mental ill health
- Identified families known as 'Troubled Families' or 'Supported Families'
- The number of people reported as "missing from home".

By working together to tackle these themes, I believe we can **prevent, intervene and reduce** those behaviours and situations which have an impact across all communities and which require extensive police and partnership resourcing to manage. This will entail working "upstream" to stem the flow, as well as targeting those who cause the most harm or who are at the greatest risk of harm.

I will seek to support existing effective partnerships such as the Multi-Agency Public Protection Arrangements (MAPPA), the associated Multi-Agency Prolific and Priority Offender Management (MAPPOM) teams which all rely on collaboration to target those who cause most harm, or who are at greatest risk of harm. Likewise I recognise the value of the existing Community Safety Partnerships (CSP) and will work with them so that our priorities are understood and aligned and the impact of our collective actions can be maximised.

The Leicester, Leicestershire and Rutland Road Safety Partnership also has a key role to play in reducing accidents, injuries and deaths on our roads and I will work with them to support them "provide a safer environment on the roads of Leicester, Leicestershire and Rutland."

At a time when resources are shrinking in all sectors and across all agencies, I believe it essential that we tackle these issues in the most joined up way possible. Through the Strategic Partnership Board and associated delivery groups I will work with partners to identify tactical approaches that will result in measurable, positive changes that benefit our communities and which will help all agencies work effectively and efficiently together. The police will contribute both in time and resource to the shared agenda and I will do all I can to support and encourage partners to do likewise based on their own responsibilities and priorities.

I recognise that like myself, partners have identified priorities which are in some way connected to my own and, through the partnership needs assessment and Force

strategic assessment I have detailed in the following paragraphs the issues that I believe Leicestershire Police and partners can tackle together.

4.3.1 Offending Amongst Young People:

Young people between the ages of 16-24 years commit 42% of all detected crimes. Compared to the overall population of Leicester, Leicestershire and Rutland, this age group is nearly three times more likely to be responsible for crime than any other age group. The majority (74.3%) of those who commit crimes are not in education, employment or any training. Evidence has shown that those in this category are at high risk of becoming involved in crime/disorder/substance misuse behaviours. It is estimated that there are, in this high risk category, some 875 young people in the City, 834 in the County and 12 in Rutland. Working in partnership I wish to gain a much greater focus on young people not least by helping them to get into education, employment or training.

STRATEGIC PRIORITY: WORKING WITH PARTNERS TO REDUCE OFFENDING AMONGST YOUNG PEOPLE (by 31st March 2014)

Outcome Expected:

- A reduction in first time entrants into the criminal justice system, (measured through a reduction in the number of 10-17 year olds receiving a reprimand, final warning or conviction)
- An increase in the proportion of young offenders successfully integrated back into employment, education or training (as measured through the Youth Offending Service)

4.3.2 Alcohol and Drug Misuse and Dependency:

The relationship between drugs, alcohol and crime is complex. There is significant evidence to link drugs to serious and acquisitive crime, whilst alcohol plays a particular part in violent and domestic crime. In fact, 10% of total recorded crime is alcohol related whilst 50% of violence and assault offences are fuelled by alcohol. The number of problematic drug users (PDU) in Leicester City is also higher than the national average, with both the County and Rutland also having to manage high numbers of PDUs.

These people are unlikely to engage in treatment voluntarily, and Youth Offending Service figures show that 20% of their clients have a substance misuse problem. Research also shows that many drug users are unaware of treatments available to them and 11% have never received any form of treatment whatsoever.

Drug misuse and alcohol dependency are well recognised as causal factors in many crime types and in re-offending behaviour. These offences draw on significant resources from all agencies to tackle them. Through effective partnership work, including commissioning, I want the number of alcohol and drug related crimes to fall.

In addition, I have made a commitment in my manifesto to make inner-city and urban areas more family friendly and less blighted by alcohol related offending which is particularly prevalent during night time economy hours of 7pm-7am. Through the development of strong partnerships I believe we can reduce the impact of binge drinking including accidental injury, violence (particularly domestic violence), and impaired decision making which can lead to vulnerability and I will negotiate with

other agencies to raise this as a shared priority through the Strategic Partnership Board (SPB).

STRATEGIC PRIORITY: WORKING WITH PARTNERS TO REDUCE ALCOHOL / DRUG RELATED OFFENDING

Outcomes Expected:

- Clear baseline data established between partners about the extent and cost of alcohol and drug related offending
- A reduction in the number of incidents recorded in or near licensed premises during the night time economy hours of 7pm to 7am
- A reduction in the percentage of offenders who test positive for drugs upon arrest and then go on to be arrested again within the next 6 months
- An increase in the percentage of PDUs receiving treatment
- Assessment and evaluation of the use of Late Night Levy options through partners with a view to implementation
- Targets established through the Strategic Partnership Board to tackle drug / alcohol offending

4.3.3 Mental Ill Health:

Over the past twelve months, Leicestershire Police has dealt with more than 8000 incidents involving mental ill health or concern for welfare. That amounts to some 22 incidents on each and every day of the year, equating to 15% of all police incidents. Out of these, 384 relate to reports of people 'missing from home', with many of these involving some of the most vulnerable people in our society including, for example, youths already in care. It is also known that those suffering from mental health problems are at increased risk of becoming a victim of crime.

I am concerned that the incidence of mental ill health, both in the city and in the county is higher than the national average (Rutland is slightly lower); additionally, contact with our local mental health services is lower than the national average and hospital admissions for self-harm are significantly above the national average. All this suggests that there is work to be done together to improve the care and support of people with mental ill health across Leicestershire.

As implied above, incidents relating to mental health or broader welfare concerns take up considerable police time, particularly out of normal support service hours. I hope, via the Strategic Partnership Board, we can forge closer working relationships and stronger partnership responsibility in order to manage such incidents and help reduce calls for assistance from those suffering from mental ill health. I would like to see the total number of incidents attended over the course of the next year falling and a clearer understanding of the scale of this problem developed. Through the SPB, I will look to set a target to reduce calls to the police for assistance from those suffering mental ill health.

STRATEGIC PRIORITY: WORKING WITH PARTNERS TO REDUCE CALLS TO THE POLICE FOR ASSISTANCE BY THOSE SUFFERING FROM MENTAL ILL HEALTH

<p>Outcome Expected:</p> <ul style="list-style-type: none"> • Clear baseline data established between partners about the extent and cost of mental ill health incidents and calls for assistance. • Clear and tangible options identified to improve care and help prevent those suffering from mental ill health from finding themselves in vulnerable situations • A reduction in the number mental ill health related incidents received by the police • A reduction in the number of hours spent by the police dealing with mentally ill people • Dataset established from which the Strategic Partnership Board can set clear and defined targets to improve mental health care provision and prevention.
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4.3.4 Supported Families:

Supported Families are often characterised by one (or more) of the following: no adult in the family in work; children not in school; and family members involved in crime and anti-social behaviour. These families almost always have other long-standing problems which tend to lead to their children repeating the cycle of disadvantage from one generation to the next. One estimate shows that, in over a third of troubled families, there are child protection concerns. Another estimate suggests that over half of all children who are permanently excluded from school in England come from these families, as do one-in-five young offenders.

The supported families programme is supported across the whole Force area and by the three top tier local authorities. At the time of taking up my office, there are 1300 such families identified in Leicester City, 1140 in Leicestershire and 30 in Rutland. Evidence indicates that 28% of families will have an alcohol misuse problem, 33% of drug misuse, and 57% will be heavily dependent upon welfare benefits. There will also be a high risk of crime within families, with an estimate of 25% of children in these families engaged in criminal activity and 66% of young families affected by domestic violence in the home. Evidence suggests that one out of every two members of each family will have some form of mental ill health. This rate is 50 times higher than for the rest of the population.

The supported families approach is new and one into which the Force has already committed significant resource. Efforts are targeted towards a minority of offenders who absorb a majority of public service provision. The programme is underpinned by a raft of targets and indicators and I am committed to ensuring that I can measure the relationship between our investment and reductions in crime, disorder and offending behaviour.

STRATEGIC PRIORITY: WORKING WITH PARTNERS TO REDUCE OFFENDING BEHAVIOUR IN SUPPORTED FAMILIES (by 31st March 2014)**Outcome Expected:**

- A reduction in offending behaviour, broken down into youth/adult offenders
- A 60% reduction in recorded ASB committed by the family

4.3.5 Missing From Home Incidents:

There are approximately 5,600 missing person reports each year in Leicester, Leicestershire and Rutland. Research (by other UK police forces) shows that each missing person incident costs between £1000 and £2000 to investigate and resolve. Assuming the lower of these estimates, the annual financial cost to this Force in responding to missing persons reports is over £5 million each year. In the worst case this cost estimate rises to over £10 million each year; or well over 5% of our budget.

Analysis demonstrates that the greatest numbers of reports are made from children's homes and from mental health units. Some 21% of all people reported missing come from only nine locations across the City and Counties. This equates to 1,176 reports and a projected cost to Policing of £1.17 million (based on the lower cost estimate).

There is ongoing work with partner agencies to reduce the level of missing person reports from some of these locations, this effort centring around individuals who are repeatedly reported missing. In addition to the financial implications, there are clear risk factors associated with the more vulnerable persons, either by virtue of their mental health issues and/or their age. Additionally, children who go missing on a regular basis are at increased risk from: sexual exploitation; drifting into alcohol or substance misuse; or a pattern of criminal offending. We need to work together to reduce this risk and protect the most vulnerable in society.

STRATEGIC PRIORITY: TO REDUCE THE LEVEL OF REPEATED MISSING PERSON REPORTS (by March 31st 2014)

Hard Target:	25% reduction in repeated missing person reports	Measured by: <ul style="list-style-type: none"> • Number of missing from home reports • Police time and cost spent dealing with missing persons • Reduced reporting from the nine key locations
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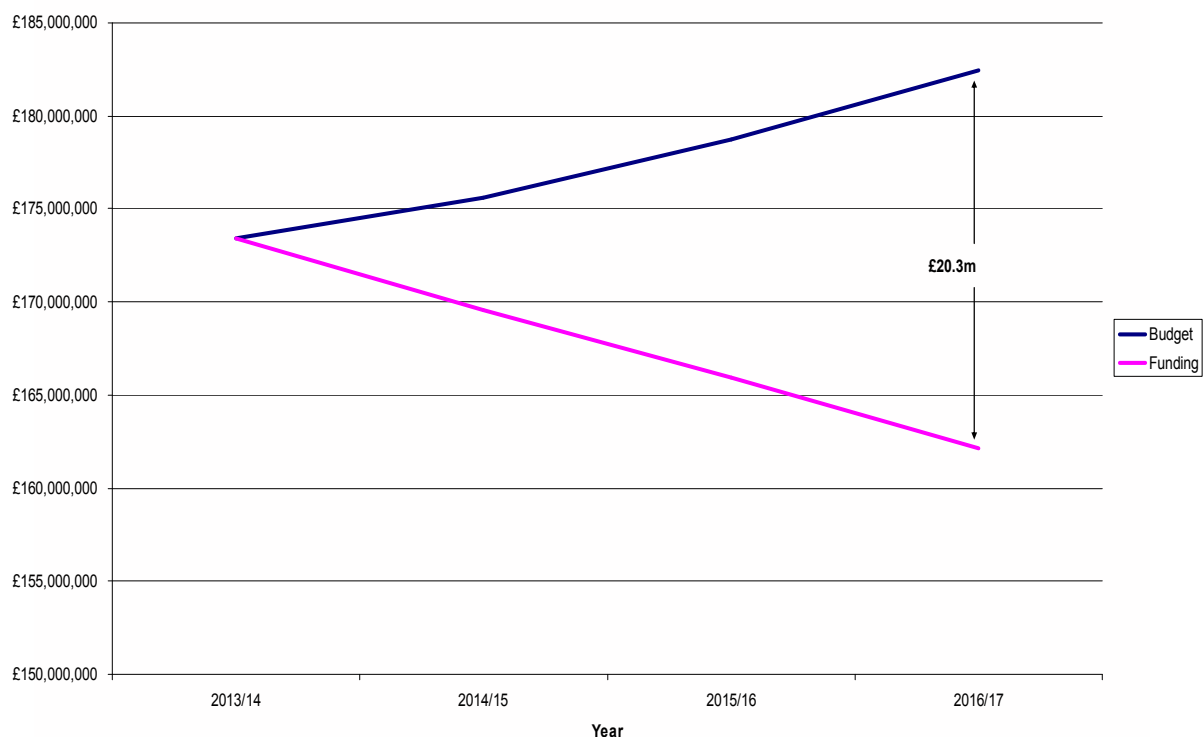
5. THE FINANCIAL CHALLENGE

Setting the Force Budget:

As PCC I am responsible for setting the annual budget including the level of council tax for police purposes (known as the 'precept'). Policing in Leicester, Leicestershire and Rutland currently costs the average council tax payer £173.87 per year; that is the equivalent of 48p a day and represents very good value for money when compared to other forces. Nevertheless, I will be striving to contain future increases in this amount recognising the pressures all households feel during these difficult financial times.

Like other public services, Leicestershire Police faces unprecedented challenges to its budget following the Comprehensive Spending Review (CSR) announced in October 2010. The CSR set out reductions equivalent to over 20% of the Government's Police Grant funding element for the period 2011 through to 2015/6. In addition, pressure is placed on the budget of Leicestershire Police as the national funding formula is not fully, and equally, applied across the 43 forces in the UK. The net effect of this is that Leicestershire Police receives approximately £4 million per annum less than would be expected were the funding formula applied fully (i.e. some 20%).

Funding available for public services, including the police, is being reduced further due to national and international economic issues, and Leicestershire Police currently project a funding gap of approximately £20 million by 2016/17. A number of options to close the gap and reduce the spending requirement of the Force are already being developed. The table below shows the financial challenge for the coming years:



I have maintained a budget for the coming year (2013/14) to meet the current policing requirement and the priorities set out in this plan. The plan sets out priorities

that the Chief Constable has agreed are both realistic and affordable. I want the Chief Constable to formulate an approach to policing that will deliver the objectives set out in the plan within the budget allocated to him.

Leicestershire Police Change Programme:

Through the two years to the end of March 2013, the Force reduced its required budget by over £23 million. This was achieved by reorganising its policing arrangements and by reducing management, back-office and administrative costs. It also included considerable work with other forces either to collaborate or to share services at a regional level. Leicestershire Police is also seeking to reduce the number of officers performing roles where no warranted powers are required.

Due to the existing financial challenges, including those set out in the Chancellor's Autumn Statement, the Force has set a goal for the Change Programme, which I endorse and support:

"With our staff and partners, transform the way we protect our communities and deliver over £20m in (revenue) savings by 2016".

I judge that it is prudent to aim for at least £20m as a further spending review is expected in 2013. Furthermore, as the Government's austerity programme is expected to go deeper and last longer than was originally envisaged, this approach will allow some flexibility and choices in the options that I may implement.

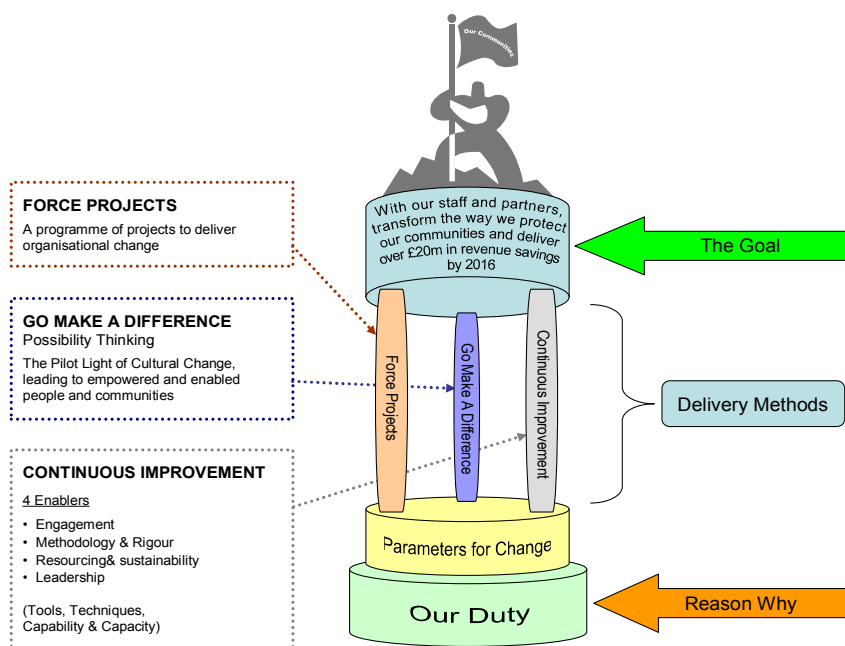
Whilst I acknowledge fully that the Force has a good track record of addressing budget reductions, while maintaining or improving service levels, it is now clear that a more fundamental approach will be required if the Force is to be successful in achieving the priorities that I have set whilst addressing further financial constraint. With this in mind, I am asking the Chief Constable to design a Force that is fit for the future; that work will look forward to 2016/17 to see what shape, size and functions are needed and can be afforded.

In considering transformational change within Leicestershire Police I expect the Chief Constable to look for innovative and creative solutions including:

- Further regional collaboration
- Further outsourcing of service provision where this is appropriate
- Demand reduction work with partners

The Change Programme has three key strands to achieve the goal set out above:

- Force Change Projects – A programme of projects designed to deliver new ways of working, new structures and improved processes that will ultimately bring to life the vision of a force fit for the future
- "Go Make a Difference" – A programme to skill and equip our people in terms of their personal effectiveness as agents of change. Through this programme staff will be empowered to own and deliver change
- Continuous Improvement Programme –working with managers and staff to embed a culture of continuous improvement through use of tools and techniques with an evidential basis. Tools from a number of methodologies such as LEAN, Six-Sigma and Systems Thinking will be employed



A range of possibilities and project mandates are already in development to deliver the savings required in the Government’s Comprehensive Spending Review. I will ensure appropriate governance and scrutiny of these options through the Force Change Board.

STRATEGIC PRIORITY: TO DEVELOP AND PRODUCE A COMPREHENSIVE SUITE OF CHANGE OPTIONS TO CREATE A FORCE THAT IS FIT FOR 2016/17 WITHIN THE FUNDING AVAILABLE.

Outcomes Expected:

- A vision for Leicestershire Police that is radical, challenging and will deliver the policing priorities set out in this Plan within the resources available.
- Evidence based business cases for change, developed from and based on current project mandates and options under consideration.
- Savings / Change plan for 2013-2017 produced by 30th June 2013.
- Implementation of options approved through the Force Change Board.

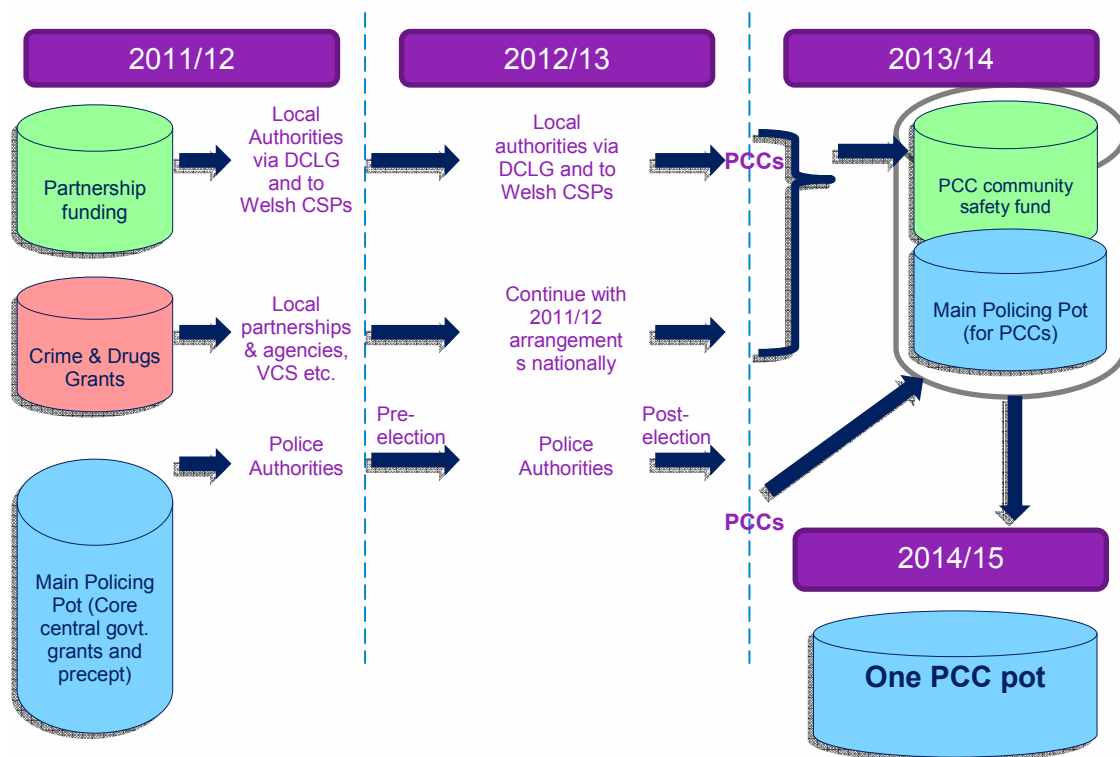
Collaboration:

Police forces in the East Midlands have worked together formally and informally for many years and recognise that joint working is a sustainable way of delivering a wide range of police services to the people of the East Midlands and at a national level. Considerable momentum and progress has been made in relation to East Midlands Collaboration with commitment from all Chief Officers in the five forces making up the region, (Leicestershire, Nottinghamshire, Northamptonshire, Derbyshire and Lincolnshire).

I fully support this approach and see it as being essential to the provision of an effective and efficient police service able to meet the challenges of the 21st Century. I will work with the elected Police and Crime Commissioners in the region to maintain/ increase this momentum and to seek innovative and effective solutions which will bring down the cost of policing our streets. I will take time to meet with my peers through the East Midlands PCC Board where we will seek a common understanding and way forward in collaboration, thus ensuring that the interests of Leicester, Leicestershire and Rutland are balanced with the regional and national needs of the broader area.

Commissioning

The Home Office recently advised me that the Community Safety Fund, to support crime and disorder prevention and community safety, is £1,649,000 for 2013/2014. The process diagram below shows how these funds are expected to move from current arrangements to the new arrangements mandated under the OPCC:



The Community Safety Fund is not ring fenced. I recognise that the fund parallels a number of ceased partnership funding streams and specific grants which have been historically used for a range of crime and disorder prevention purposes. I wish to work extensively with partners to use their knowledge and experience of previous initiatives to support the commissioning process.

The movement of central government funding to the PCC (as shown in the diagram above), combined with existing Force funds will become the 'commissioning budget'. This presents both opportunities and challenges. The opportunity is that I can commission activities that contribute to the delivery of the Police and Crime Plan priorities. To do this, I will need to work with other local leaders to influence and support partnership priorities and resources at a time when Government grants, and grants from partner bodies, are likely to be squeezed in the same way as the Police budget.

I intend to articulate what I will expect to see happen around the identified priorities to demonstrate their effectiveness. This will entail being able to map a route from priorities to outcomes, and I will use a clear commissioning framework to accomplish this. I expect the commissioning framework to be focused on delivering tangible outcomes in reducing crime and improving community safety.

Our commissioning framework has been designed to ensure that I can be confident that decisions made will have the desired effect on outcomes. I have followed recognised commissioning cycles from other sectors to bring consistency and understanding to the process. The overarching process is illustrated below.



6. TRANSPARENCY AND ACCOUNTABILITY

I believe firmly in the seven Principles of Public Office as set out in the Nolan Report: selflessness, integrity, objectivity, accountability, openness, honesty and leadership.

Through these values the communities of Leicester, Leicestershire and Rutland will judge whether I have properly fulfilled my role as the Police and Crime Commissioner. These values extend to the way in which I will act, make decisions, deploy resources, invest public money, and engage with the Chief Constable and key partners for the purpose of ensuring the achievement of this Police and Crime Plan.

I also want the Chief Constable of Leicestershire Police, the Officers and Staff of Leicestershire Police and my own team and all key partners to show the same level of commitment to these values and to be able to demonstrate this when required.

To demonstrate that this plan is being delivered I have put in place a robust assurance framework:

Public Accountability – How I am held to account by the communities of Leicester, Leicestershire and Rutland:

I will hold routine and regular local meetings so that I can listen to your concerns and address your priorities. I have written this plan to meet the needs of all communities of Leicester, Leicestershire and Rutland and to manage threats to your security and safety. I will ensure ongoing issues and concerns are addressed through the assurance framework described in this section.

The Police and Crime Panel (PCP) – How I am scrutinised:

This is a legally mandated panel, comprised of council representatives from the local authorities that make up Leicester, Leicestershire and Rutland (plus co-opted independent members). The role of the PCP is to scrutinise, publically, how I discharge my role as Police and Crime Commissioner, including making recommendations about this Police and Crime Plan.

The PCP is hosted by Leicestershire County Council and has its own terms of reference. All reports that the PCP might produce will be made available to the public, including responses that I make.

The elected councillor representation on the PCP enables the public to ensure that I am held to account.

The Joint Audit, Risk and Assurance Panel (JARAP) – Ensuring Value for Money:

Both the Chief Constable and I are responsible for ensuring good value for money, probity and regularity in all that we do as part of the achievement of this Police and Crime Plan.

The JARAP is also a mandatory requirement and will be attended by five independently appointed individuals who will seek assurances that I have fulfilled my responsibilities in connection with the best use of resources and public money.

The JARAP will meet in public throughout the year and report on their findings, making recommendations, where appropriate, to me and the Chief Constable to

make improvements in the areas of risk management, internal controls and governance.

I will ensure there is a dedicated web page showing the work of the JARAP including minutes, reports, actions and responses from myself and the Chief Constable in connection with its findings.

The Chief Constable Accountability Meeting – How I hold the Chief Constable to account:

I am mandated to invest significant public monies in policing and crime reduction on behalf of all communities and to hold the Chief Constable to account. To enable me to do this in a responsible, objective and effective manner I shall meet with the Chief Constable on a weekly basis. This provides an on-going assessment and measure of the Chief Constable's performance. I shall also attend the monthly Performance Delivery Group chaired by the Deputy Chief Constable, where police performance is reviewed on a rolling basis.

I will secure relevant information to ensure constructive check and challenge in the delivery of this Police and Crime Plan by the Chief Constable. This will assist me in providing the public with the level of assurance that they require from me in connection with policing activities.

I will also be attending the force Performance Delivery Group in which performance is assessed against the priorities. In order to assure you that crime in your area is being tackled effectively I will expect to see performance against these priorities at both Force and local policing unit levels.

Executive Board (EB) – how the Chief Constable and I work together in the interests of Leicester, Leicestershire and Rutland residents:

The Executive Board (EB) has been established to ensure an effective working relationship between Leicestershire Police and the Office of Police and Crime Commissioner. Both the Chief Constable and I will attend all EB meetings. The EB ensures that the right decisions are made as well as ensuring best use of resources available within the constraints of the legal framework. It will also ensure the services provided by Leicestershire Police and its partners are safe, legal, viable and sustainable for the purpose of achieving the Police and Crime Plan priorities.

I will hold the EB in public thus demonstrating my commitment to openness and accountability. It will have its own terms of reference, even though it is not a mandatory requirement.

Strategic Partnership Board – how I work with partners:

I believe partnership working will be fundamental to the successful delivery of the Police and Crime Plan. I will engage with, and commission, wider partner organisations for this purpose. As Chair of the Strategic Partnership Board (SPB) I will contribute to and coordinate the contributions of partners to the reduction of crime and the fear of crime across Leicester, Leicestershire and Rutland. This includes the delivery of a fair and effective local criminal justice system which will protect the public, hold offenders to account and reduce offending. The net effect of this should be increasing confidence of our local communities.

In working with partner organisations through the SPB I will encourage innovation and drive collaboration amongst organisations, ensuring the best use of resources.

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7. OPPORTUNITIES, INITIATIVES AND ASPIRATIONS

So far in this Plan I have covered areas of performance and the precise targets that I want to be met to drive down crime and improve the confidence of victims. I have also set out my aspirations regarding working with partners to tackle crime.

In this section I set out my aspirations and challenges that the Chief Constable and Leicestershire Police seek opportunities to reduce running costs and find new ways to make our communities safer through innovation, creativity and the development of new ideas.

7.1 Estate Management

Before I arrived in post, the Police Authority, in concert with the Chief Constable, had already started a programme of estate rationalisation. This was done with four major imperatives in mind:

1. To provide services to the public in an efficient way (e.g. the sharing of 'front-office' functions within local government offices or other public services to offer 'one stop shop' opportunities for people to access);
2. Review the location and opening hours of our Front Enquiry Offices to ensure they meet demand and provide good value for money based on footfall and customer interactions each day.
3. To develop new channels of communication which may be preferred by different groups (e.g. online facilities, new media opportunities and text messaging services);
4. To improve the efficiency of running costs for many of our stations which may be inefficient in terms of overhead costs compared to the use of the station or number of officers based there.

The Force has increased the number of neighbourhood bases (92) established in local communities, allowing local officers to be more accessible and responsive. Work has already begun to assess the value and costs of the remaining stations and front enquiry offices and to look at expanding these neighbourhood bases where it makes sense to do so. I will continue to study estate rationalisation, where and when it makes economic and operational sense, and I will give strong consideration to using reserve funding to enable such 'spend to save' projects. That said, all future decisions will of course be undertaken with full consultation of the relevant local authorities and communities. I would want these issues to be fully considered in the savings plans being developed by the Force and this will be reflected when I reissue this plan later in 2013.

7.2 Linking with the Voluntary Sector

I believe strongly that we should use the goodwill and commitment of the voluntary sector to help drive down crime. Leicestershire Police already work closely with (and rely on the skills of) a number of critical partners in the voluntary sector. I fully intend to build on our relationships with the likes of Neighbourhood Watch, Farm Watch, Voluntary Action Leicestershire (VAL) and Voluntary Action Rutland (VAR) and capitalise on our own police volunteers in order to reap the maximum benefits from their excellent work.

I will also be forging much stronger links to the likes of the National Farmers' Union, both to understand their concerns and aspirations, and also to help them better protect themselves. I expect the Chief Constable to support this through his Rural Policing Strategy and demonstrate to me how these bonds will be secured at a local level.

7.3 Maximising Officers on Front Line Duties

Both prior to, and since, the PCC elections I have been made very aware of the public's view that they wish to see as many uniformed officers on the beat as possible – preferably faces that they know, recognise and trust. I will do all that I can to maximise the officers employed on 'front line' duties. To this end, I wish to see work that will:

1. Continue to drive down paperwork/ bureaucracy thus allowing officers to maximise the time they are on patrol, visible to you and engaged in preventing crime (as described at 4.1.4).

I am prepared to 'invest to save' (e.g. by buying new IT systems) and I will scan the horizon of other Force areas to identify useful best practice which might be imported or shared. Where necessary and appropriate, I will lead on, or contribute to, Force area trials to enable reductions in bureaucracy.

2. Develop the most effective and efficient teams to meet the needs of each community utilising both Constables and PCSOs to best effect. I expect the Chief Constable to develop both rural and urban policing strategies that draw on the local knowledge of officers and PCSOs (e.g. farming and the countryside or commercial burglary) to help drive down crime and provide bespoke policing services to different communities.

I would like to see this reflected in the Chief Constable's strategies showing how PCSOs and Officers can be dedicated to meet these different needs in a sustainable way, to build trust and confidence in our communities.

In the first year, at least, I expect PCSO numbers to be maintained.

3. Increase the number of Special Constables to provide uniformed police on our streets – in the City, in our towns, and in the villages and countryside.

We already have some 300 'Specials' and I want this to increase to 400 by 2016. The deployment of Specials should look at their skills and local knowledge and link to the Chief Constable's rural and urban crime strategies as outlined in 2 above.

I will also look at the initiatives other police forces and PCCs develop and, where these are transferable, I will look to implement them in Leicester, Leicestershire and Rutland, where this is the right thing to do.

On all three of these initiatives, I have asked the Chief Constable to report back to me by July 2013 to outline his plan to achieve them. I also expect him to include his views on any other initiatives that might bring improvements and efficiencies in policing through the use of innovation and initiative.

I am also keen to learn from the staff and officers of Leicestershire Police about how they would improve the service and the way policing is delivered and I will take time to speak to, and listen to, their ideas and solutions throughout my term in office.

Our people are essential to the successful delivery of this plan. The communities we serve will benefit from our sensitivity to their needs and our commitment to the highest legal and ethical standards. I recognise the need to ensure that we provide a healthy and stimulating work environment which encourages innovation and ideas for

improvement so that everyone can make a difference. I will ensure that we recruit the best candidates, and that they reflect our communities, and that we retain and develop our people to realise their full potential. Leicestershire Police will have people with superior capabilities and commitment, we will continue to build on the admiration and respect of our communities, our partners and our people not only for the work that we do but also the way in which we do it.

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8. SUMMARY OF PRIORITIES AND EXPECTED OUTCOMES:**8.1 The Policing Priorities:**

STRATEGIC PRIORITY: TO PROVIDE A GOOD SERVICE TO THE COMMUNITIES OF LEICESTER, LEICESTERSHIRE AND RUTLAND				
Hard Target:		75% satisfied with service provided on a rolling quarterly basis.		Measured by: <ul style="list-style-type: none"> Community Based Survey (rolling quarterly basis) Supported by: <ul style="list-style-type: none"> Crime Survey for England and Wales
STRATEGIC PRIORITY: TO PROVIDE A GOOD QUALITY OF SERVICE AND RESPONSE TO VICTIMS OF CRIME AND ANTI SOCIAL BEHAVIOUR (ASB)				
Outcome Expected:		85% of 'all users' satisfied with service provided.		Measured by: <ul style="list-style-type: none"> Victim satisfaction levels
STRATEGIC PRIORITY: TO REDUCE ALL CRIME				
Hard Target	5% reduction by 31/3/2014	Stretch Target	8% reduction	Measured by: <ul style="list-style-type: none"> Recorded crime figures
Outcomes Expected		32% sanctioned detection rate 85% victim satisfaction with service received.		Measured by: <ul style="list-style-type: none"> Recorded detections Qualitative Indicator: <ul style="list-style-type: none"> Victim satisfaction level for crime
STRATEGIC PRIORITY: TO REDUCE DOMESTIC BURGLARY				
Hard Target	10% reduction by 31/3/2014	Stretch Target	15% reduction	Measured by: <ul style="list-style-type: none"> Recorded crime figures
Outcomes Expected		25% sanctioned detection rate 90% satisfaction rate with service		Measured by: <ul style="list-style-type: none"> Recorded detections Qualitative Indicator: <ul style="list-style-type: none"> Victim satisfaction for burglary
STRATEGIC PRIORITY: TO REDUCE COMMERCIAL BURGLARY				
Hard Target	12% reduction by 31/3/2014	Stretch Target	18% reduction	Measured by: <ul style="list-style-type: none"> Recorded crime figures
Outcome Expected		17% sanctioned detection rate		Measured by: <ul style="list-style-type: none"> Recorded detections
STRATEGIC PRIORITY: TO DEMONSTRATE A POSITIVE OUTCOME FOR VICTIMS OF RECORDED DOMESTIC VIOLENCE INCLUDING WITHOUT INJURY (rolling monthly target)				
Outcomes Expected		50% sanctioned detection rate 80% satisfaction with service		Measured by: <ul style="list-style-type: none"> Recorded detections Qualitative Indicators: <ul style="list-style-type: none"> Violent crime satisfaction levels All user satisfaction levels
STRATEGIC PRIORITY: TO CREATE A SAFE AND SUPPORTIVE ENVIRONMENT FOR THE REPORTING OF CHILD ABUSE AND CHILD SEXUAL EXPLOITATION TO ENABLE KEY PERFORMANCE MEASURES TO BE IDENTIFIED.				
Outcomes Expected by 30th June 2013:				
<ul style="list-style-type: none"> Breakdown of 'historic' and 'current' reporting and outcomes against each category 				

<ul style="list-style-type: none"> • Strategic assessment of the threat posed by, and scale of, child abuse and sexual exploitation • Performance Indicators identified and quantified 				
STRATEGIC PRIORITY: TO DEMONSTRATE A POSITIVE OUTCOME FOR VICTIMS OF SERIOUS SEXUAL ASSAULT (rolling monthly target)				
Outcome Expected		33% sanctioned detection rate		Measured by: <ul style="list-style-type: none"> • Recorded detections
STRATEGIC PRIORITY: TO DEMONSTRATE A POSITIVE OUTCOME FOR VICTIMS OF RECORDED HATE CRIMES (rolling monthly target)				
Outcomes Expected		55% sanctioned detection rate 88% satisfaction with service		Measured by: <ul style="list-style-type: none"> • Recorded detections Qualitative Indicator: <ul style="list-style-type: none"> • Racist incident satisfaction levels
STRATEGIC PRIORITY: TO REDUCE VIOLENCE AGAINST THE PERSON – WITH INJURY				
Hard Target	5% reduction by 31/3/2014	Stretch Target	10% reduction	Measured by: <ul style="list-style-type: none"> • Recorded crime figures
Outcomes Expected		50% sanctioned detection rate 82% satisfaction with service		Measured by: <ul style="list-style-type: none"> • Recorded detections Qualitative Indicator: <ul style="list-style-type: none"> • Violent crime satisfaction levels
STRATEGIC PRIORITY: TO REDUCE VEHICLE CRIME (theft from Motor Vehicle)				
Hard Target	14% reduction by 31/3/2014	Stretch Target	18% reduction	Measured by: <ul style="list-style-type: none"> • Recorded crime figures
Outcomes Expected		15% sanctioned detection rate 85% satisfaction with service		Measured by: <ul style="list-style-type: none"> • Recorded detections Qualitative Indicator: <ul style="list-style-type: none"> • Vehicle crime satisfaction levels
STRATEGIC PRIORITY: TO REDUCE VEHICLE CRIME (theft of Motor Vehicle)				
Hard Target	12% reduction by 31/3/2014	Stretch Target	16% reduction	Measured by: <ul style="list-style-type: none"> • Recorded crime figures
Outcomes Expected		30% detected 85% satisfaction with service		Measured by: <ul style="list-style-type: none"> • Recorded detections Qualitative Indicator: <ul style="list-style-type: none"> • Vehicle crime satisfaction levels
STRATEGIC PRIORITY: TO PROVIDE A GOOD QUALITY OF SERVICE AND RESPONSE TO VICTIMS OF ASB (rolling monthly target)				
Outcome Expected		85% satisfied with service provided.		Measured by: <ul style="list-style-type: none"> • Victim satisfaction levels

8.2 Outcomes Expected through Partnerships:

STRATEGIC PRIORITY: WORKING WITH PARTNERS TO REDUCE OFFENDING AMONGST YOUNG PEOPLE (by 31st March 2014)		
Outcome Expected:		
<ul style="list-style-type: none"> • A reduction in first time entrants into the criminal justice system, (measured through a reduction in the number of 10-17 year olds receiving a reprimand, final warning or conviction) • An increase in the proportion of young offenders successfully integrated back into employment, education or training (as measured through the Youth Offending Service) 		
STRATEGIC PRIORITY: WORKING WITH PARTNERS TO REDUCE ALCOHOL / DRUG RELATED OFFENDING		
Outcomes Expected:		
<ul style="list-style-type: none"> • Clear baseline data established between partners about the extent and cost of alcohol and drug related offending • A reduction in the number of incidents recorded in or near licensed premises during the night time economy hours of 7pm to 7am • A reduction in the percentage of offenders who test positive for drugs upon arrest and then go on to be arrested again with the next 6 months • An increase in the percentage of PDUs receiving treatment • Assessment and evaluation of the use of Late Night Levy options through partners with a view to implementation • Targets established through the Strategic Partnership Board to tackle drug / alcohol offending 		
STRATEGIC PRIORITY: WORKING WITH PARTNERS TO REDUCE CALLS TO THE POLICE FOR ASSISTANCE BY THOSE SUFFERING FROM MENTAL ILL HEALTH		
Outcome Expected:		
<ul style="list-style-type: none"> • Clear baseline data established between partners about the extent and cost of mental ill health incidents and calls for assistance. • Clear and tangible options identified to improve care and prevent those suffering from mental ill health finding themselves in vulnerable situations • A reduction in the number mental ill health related incidents received by the police • A reduction in the number of hours spent by the police dealing with mentally ill people • Dataset established from which the Strategic Partnership Board can set clear and defined targets to improve mental health care provision and prevention. 		
STRATEGIC PRIORITY: WORKING WITH PARTNERS TO REDUCE OFFENDING BEHAVIOUR IN TROUBLED FAMILIES (by 31st March 2014)		
Outcome Expected:		
<ul style="list-style-type: none"> • A reduction in offending behaviour, broken down into youth/adult offenders • A 60% reduction in recorded ASB committed by the family 		
STRATEGIC PRIORITY: TO REDUCE THE LEVEL OF REPEATED MISSING PERSON REPORTS (by March 31st 2014)		
Hard Target:	25% reduction in repeated missing person reports	Measured by: <ul style="list-style-type: none"> • Number of missing from home reports • Police time and cost spent dealing with missing persons • Reduced reporting from the nine key locations

8.3 The Financial Challenge:

STRATEGIC PRIORITY: TO DEVELOP AND PRODUCE A COMPREHENSIVE SUITE OF CHANGE OPTIONS TO CREATE A FORCE THAT IS FIT FOR 2016/17 WITHIN THE FUNDING AVAILABLE.

Outcomes Expected:

- A vision for Leicestershire Police that is radical, challenging and will deliver the policing priorities set out in this Plan within the resources available
- Evidence based business cases for change developed based on current project mandates and options under consideration
- Savings / Change plan for 2013-2017 produced by 31st March 2013
- Implementation of options approved through the Force Change Board

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