



DRAFT version 2

The Police and Crime Plan
for
Leicester, Leicestershire and Rutland
2013 – 2017

Revised Version: October 2013

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1. My Vision



I am extremely proud and honoured to have been elected as the first Police and Crime Commissioner (PCC) for Leicestershire. It is my vision that Leicestershire Police will be ranked amongst the most effective police services in the country. I want to see the police 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 the size of Leicestershire Police) 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 police already have an excellent reputation for working both with our communities and with our partners who play their own critical part in helping to reduce crime and 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. I will also continue to reinforce my commitment to recognising the diversity which exists within our communities, ensuring we meet the needs of everyone.

The Chief Constable and I have already formed a close 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 with the Chief Constable, I will ensure an efficient and effective police service, 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 Leicestershire Police.

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 Police and Crime Commissioner 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.

A handwritten signature in black ink that reads "Clive Loader".

Sir Clive Loader
Police and Crime Commissioner

2. The Policing Protocol

I am responsible for setting the strategic direction and policing priorities 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. The Plan covers the whole of my term in office but is a living document that is reviewed and considered against emerging threats and opportunities. I will re-issue it on a yearly basis to capture changing priorities.

I am responsible for the totality of policing within Leicester, Leicestershire and Rutland and I will hold the Chief Constable to account for the operational delivery of policing. 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.

I have made a commitment to listen and to respond promptly to the people of Leicester, Leicestershire and Rutland. I welcome contact and continue to respond to questions, ideas and challenges.

I expect all police officers, staff, special constables and volunteers of Leicestershire Police and the Office of the Police and Crime Commissioner (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 scrutiny processes I have described in section 5 of the Plan – 'Transparency and Accountability'.

3. Policing in Leicester, Leicestershire and Rutland

Leicestershire Police has a history of more than 176 years beginning with the establishment of Leicester Borough Police in 1836. The separate police services for Leicestershire and Rutland were formed a few years later and, in 1967, combined to create one police service.

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.

The police service face some significant challenges - including the effects of the economic downturn, a rise in the number of protests across the police 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.

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



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During 2013/14 it will employ an average of 2,078 police officers and 1,325 police staff, including 229 Police Community Support Officers (PCSOs), serving a population of over 1 million. In an average year Leicestershire Police deal with and respond to:

- 671,000 calls into the call centre
- 59,000 crimes
- 24,445 anti-social behaviour (ASB) related incidents
- 8,603 adult safeguarding referrals*
- 19,582 child safeguarding referrals*
- 489 planned events and policing operations
- 208 armed deployments

* The Comprehensive Referral Desk receives safeguarding referrals, from both inside and outside of the police, regarding vulnerable/abused adults and children. All of these referrals are reviewed, researched, and risk assessed. The police response will range from simply sharing information with other agencies to arranging multi-agency meetings to agree a plan to resolve issues, through to a full criminal investigation, depending on the circumstances of the criminal offence.

Since the quality and motivation of officers and staff is key to the success in delivering an effective policing service I am committed to supporting the development of a skilled and dedicated workforce. Leicestershire Police already successfully undertake much work in this area. I intend to ensure that every reasonable and cost-effective opportunity is explored to ensure that all of the people working within Leicestershire Police are appropriately selected, trained and equipped for their roles as well as being supported to develop their potential in a way which motivates them and helps to deliver an effective service to the public.

The Special Constabulary is an integral part of policing in Leicester, Leicestershire and Rutland and, in the past year, they have volunteered (and completed) 70,320 hours of duty. This is equivalent to 1,758 working weeks or an additional 36 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 support the police target to increase the Special Constabulary by 33% from 300 to 400 officers by 2016. I also fully support the existing Leicestershire Police equality objectives, one of which is to continue to work towards a representative workforce which is reflective of the local community. Therefore, I encourage new colleagues from across the community, from minority and other underrepresented groups to join the Special Constabulary.

Supporting the police in each neighbourhood are teams of volunteers. They 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 has a strong history of working with volunteers and has 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).

Volunteers are crucial to the delivery of my statutory responsibilities which include having in place an Independent Custody Visiting Scheme. Custody Visitors are members of the public who come from a variety of backgrounds and sections of the community. They volunteer to visit those held in police custody to check that the rules governing their welfare are being observed by the police. The role of Custody Visitors is to listen and observe and to report on their findings. Issues identified by Custody Visitors are addressed with the police and the outcomes are published to inform the local community of how people held in police custody are treated.

The scheme in place was successful in October 2012 in achieving the Investors in Volunteers accreditation, being one of only three schemes in England and Wales to receive this national award. I look forward to maintaining this high standard in future years.

3.1 The Diversity of Leicester, Leicestershire and Rutland

Leicester, Leicestershire and Rutland is increasingly diverse and Leicestershire Police needs to be able to recognise and respond appropriately to the diversity that exists. This is not only within geographic communities but broader communities that identify themselves by shared characteristics, such as age, disability, gender, gender identity, race, religion and belief and sexual orientation.

There demographics of Leicester, Leicestershire and Rutland also provide some key areas of difference. Leicester is now the most populated urban area in the East Midlands. Leicester residents come from over 50 countries across the world, with 130 languages or dialects spoken, making the city one of the most culturally diverse places in the UK. Leicester City is bidding to become the UK City of Culture. Leicester is home to a number of vibrant festivals and other cultural events such as; the Caribbean Carnival, Diwali, Eid al-Fitr, the Leicester and Loughborough Melas, Leicester Pride and Vasaikhi. Leicestershire Police also has a long and proud relationship working with communities, such as actively supporting the Special Olympics.

Leicestershire is a mix of urban and rural areas. The eastern side of the county is mainly rural, with small villages and market towns, whilst the north and north-west is more urban. The population of Leicestershire is ageing, whilst this is not unique, it is ageing faster than regional and national averages and this trend is expected to continue. Rutland is geographically the smallest county in England, with the smallest population of any unitary authority. It is largely rural with a low density of population.

The policing requirement varies from one community to another and from rural areas to towns and city centres. I recognise the socio-economic differences that exist across the police area, both between and within communities. With some of the most deprived areas alongside some of the most affluent. Across Leicester, Leicestershire and Rutland we have settled and traveller communities as well as new arrival communities, which includes asylum seekers, migrant workers and refugees. 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 and whatever your circumstances.

3.2 Commitment to Equality, Diversity and Human Rights

Leicestershire Police has a long standing commitment to equality, diversity and human rights. There is a strong emphasis on working towards a service that not only recruits police officers, police staff, special constables and volunteers from the different communities within Leicester, Leicestershire and Rutland but equips them to understand and meet the needs of communities in the future.

Leicestershire Police works with three independent advisory groups (IAGs); the Disability IAG, the Leicestershire Police Advisory Group on Equality Issues (PAGRE) and the Lesbian, Gay, Bisexual and Transgender (LGBT) Community Safety Forum. These IAGs act as key independent advisors and meet with the police to discuss issues that affect equality both within the workplace and externally across communities. In addition, Leicestershire Police is a member of the Leicestershire Equalities Forum (LSEF), which has a membership of local public sector partners. In the past year, Leicestershire Police has worked with LSEF partners to deliver joint initiatives and training in areas of equality and diversity. By working with partner agencies, community groups and voluntary organisations I am confident that Leicestershire Police will continue to improve the service they provide to all communities.

Underpinning this commitment Leicestershire Police has an Equality Scheme, which provides a structure and accountability framework for the work on all aspects of equality and diversity, both internally with staff and externally in how we deliver a fair and equitable service to our communities. The scheme outlines the work that Leicestershire Police undertakes across all of the protected characteristics, which are; age, disability, gender, gender reassignment, marriage and civil partnership, pregnancy and maternity, race, religion and belief and sexual orientation. The Equality Scheme can be accessed via the following link; http://www.leics.police.uk/media/uploads/library/file/LC_Equality_Scheme_2013.pdf

In addition, the Equality Scheme describes how Leicestershire Police intends to meet their equality objectives, which have been generated through community consultation. The equality objectives are:-

1. To increase the confidence of members of the community in Leicester, Leicestershire and Rutland to report hate crimes and incidents.
2. To reduce the current black/white disproportionality rate of those subjected to stop and search activity within the policing area.
3. To continue to work towards a representative workforce which is reflective of the local community.
4. To ensure that our staff engage and communicate with members of the community in an accessible and inclusive way.

The Equality Act 2010 places three statutory general duties on Leicestershire Police; to pay due regard in everything they do to:

1. Eliminate discrimination, harassment and victimisation
2. Advance equality of opportunity
3. Foster good relations between different communities

I expect Leicestershire Police to deliver on the general duties and the equality objectives that have been set. I will monitor progress in this area by attending the Strategic Equality and Fairness Board meetings, which are chaired by the Chief Constable. The Board sets the strategic direction for Leicestershire Police in terms

of equality and diversity and ensures delivery of the commitments as outlined within the Equality Scheme. In addition, I am open to feedback from all communities and will do everything possible to ensure everyone feels they are treated with dignity and respect by Leicestershire Police.

3.3 Equality Achievements

Over the past year, Leicestershire Police has undertaken benchmarking in the following areas of equality; disability, gender, race and sexual orientation. This has led to Leicestershire Police being nationally recognised by the Business Disability Forum, Opportunity Now, Race for Opportunity and Stonewall. The benchmarking assessed the commitment Leicestershire Police has to equality and diversity in terms of our internal processes as well as our community engagement activities.

In June 2013 Leicestershire Police received three awards from the Royal National Institute for the Blind (RNIB) College in Loughborough. This included two Partnerships for Employment Awards for an outstanding contribution to the employment of people with disabilities and the Special Recognition Award which recognises the on-going support that Leicestershire Police has provided over numerous years in supporting people with disabilities.

4. Partnership working in Leicester, Leicestershire and Rutland

Partnership working is at the heart of reducing crime, making our communities safer, supporting victims and witnesses and protecting vulnerable people. I am committed to working with all organisations to achieve a better quality of life in urban and rural areas. This includes statutory, voluntary, community and private sector partners.

Police and partners are driving business through the development and delivery of their individual plans. I will continue to engage with partners across the policing area and beyond in the refinement and delivery of priorities. I am pleased to say that work ongoing within Community Safety Partnerships (CSPs), other partnerships including health, and by individual organisations reflects local need and priorities set in the Police and Crime Plan and I will bring resources together to improve the return on partner investment.

When faced with the task of 'tackling crime', a good place to start is a consideration of what causes crime. If we can do something about the cause, we can do something about crime itself. The same principle applies when managing the high number of non-crime incidents the police deal with. If we can intervene to prevent the incident, we can do something about the need and demand for police and other services' time.

I have been very impressed by the willingness and interest of partners to work towards an agenda that seeks to address the causes of crime and non-crime incidents, rather than dealing with the symptoms of the problem and managing the immediate consequences. The insight, intelligence and perspective which occurs when organisations and agencies come together saves time and money and can accelerate the rate of achievement of objectives. As new challenges are faced we will work together to reduce the impact for people and partnerships.

I have seen evidence of a long standing history of efforts made to combine the expertise, intelligence and resources of a wide range of disciplines and services. This collaboration has achieved positive change. There is an extensive network of partnerships across the region, and I am particularly encouraged by the Strategic Partnership Board which is well placed to manage the overall strategy and drive it forward.

With this history and culture I am confident that the active contribution of the role of the OPCC will make a significant difference. In a time of reducing budgets, the OPCC will maximise the resources through intelligence-led commissioning. I am confident that the existing partnership landscape, along with its current joint commissioning arrangements, will help facilitate this.

There is a wide range of data and intelligence available from police and partners (including the Force Strategic Assessment, and Joint Strategic Needs Assessments produced by the Basic Command Units (BCU) of the City and Counties). These have been assessed to enable me to prioritise areas of concern which are:

- Alcohol misuse (in particular during night time economy hours) and alcohol dependency
- Drug misuse and dependency
- Mental health and well being
- Offending and anti-social behaviour amongst young people
- Public confidence and satisfaction with our services
- Supporting victims and witnesses
- Troubled/Supported families

- The number of people reported as ‘missing from home’
- Vulnerable adults, including ‘mate crime’ where vulnerable adults are ‘befriended’ and then subject to financial exploitation, abuse or neglect

By working together to tackle these issues, I believe we can prevent, intervene and reduce behaviours and situations which have an impact on all communities. Early intervention is required in addition to targeting those who cause the most harm or who are at the greatest risk of harm.

I will seek to support effective partnerships such as the Multi-Agency Public Protection Arrangements (MAPPA), and 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. I recognise the value of the existing Community Safety Partnerships (CSPs) and will work with them to ensure our priorities are understood and aligned and the impact of our collective actions can be maximised.

I believe it is essential that we tackle these issues as a collaborative partnership. Through the Strategic Partnership Board, Assurance Board and Executive Groups I will work with partners to identify tactical approaches that will bring positive changes to benefit our communities and which will help all agencies work effectively together. The police will contribute both in time and resource to the shared agenda and I will do all I can to encourage and support partners to do likewise based on their responsibilities and priorities. The statutory responsibilities and goodwill by all our partners enables this Plan to be delivered. The statutory responsibilities held by partners are detailed in Appendix A ‘The Statutory Responsibilities of Partners’ available on the OPCC website: [hyperlink](#)

4.1 Linking with the voluntary sector

I strongly believe we should recognise 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 crucial partners in the voluntary sector. I intend to develop our relationships with the voluntary sector to capitalise on our own police volunteers in order to maximise the benefits from their excellent work. I have created and will develop a Volunteer Forum as part of my engagement and consultation strategy.

4.2 The Youth Commission on police and crime

In the first version of the Police and Crime Plan, I promised to pilot a Youth Commission on Police and Crime. In June 2013, Leicestershire was the first area in the country to establish a ‘Youth Commission on Police and Crime’ to enable young people aged 14-25 years to be involved in finding solutions to crime. The Youth Commission has been established in collaboration with the SHM Foundation, an independent charitable trust.

The Youth Commission for Leicester, Leicestershire and Rutland is made up of a diverse group of 24 young people aged 14-25 years from across the police area. The group includes young people who are working, those who are studying at school, college and university, and those who are currently unemployed. The group is made up of young people with a range of protected characteristics from a variety of areas across Leicester, Leicestershire and Rutland. There are a number of young people involved who have experienced the criminal justice system in some way.

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The Youth Commission will undertake a 'Big Conversation' with other young people across Leicester, Leicestershire and Rutland to gather views from at least 2,000 young people about what needs to be done to tackle crime and improve policing. This process will involve the members of the Youth Commission conducting interviews and workshops with their peers, using postcards as a tool for conversations, and using social media to encourage others to have their say.

The Youth Commission has identified 6 priority issues that they wish to address through the 'Big Conversation' process. These are:

- Anti-social behaviour
- Drug and alcohol abuse
- Hate crime
- Knife and gun crime
- Reducing offending and re-offending
- The relationship with the police and stereotyping

Consultation undertaken by the Youth Commission will be used to inform the Police and Crime Plan and advise resourcing of early intervention projects. The Youth Commission will analyse the results at the end of this process and produce recommendations to take forward into future Police and Crime Plans. There will also be a Youth Commission Conference held in December 2013 where all of the achievements from the pilot programme will be celebrated and the 'Big Conversation' will be presented.

5. Transparency and Accountability

I am responsible for setting the strategic direction of policing through the Police and Crime Plan (the Plan). This involves setting the budget and the allocation of assets and funds to support the Plan. I do not have a statutory responsibility for how police and partners deliver their services to fulfil this Plan. I will however, provide encouragement and assistance wherever my position allows, strengthening relationships, providing opportunities and delivering best value for money.

To demonstrate how 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.

Public and Partner Engagement and Consultation – How I will ensure that the many communities within Leicester, Leicestershire and Rutland can engage with me and help to shape the future strategy and delivery of priorities:

I will develop a Consultation and Engagement Strategy which will ensure that I:

- a) Listen and respond to the people in our communities;
- b) Decide on the right course of action;
- c) Act in an open and transparent manner.

With my office I will develop a series of, Forums and Focus Groups with the aim of engaging with as wide a population as possible. Together with other forms of communication, I will reach out to the diverse communities in the police area to build positive relationships, share and consult on the delivery of priority areas, and develop good practice. I have already agreed to be one of four pilot areas for a Youth Commission for Policing and Crime as detailed in 4.2 'The Youth Commission on police and Crime'.

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

This is a legally mandated panel, comprising elected Councillors from the local authorities plus co-opted independent members. The role of the PCP is to scrutinise the way in which 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 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, and acting with integrity in all that we do.

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 responsibility to make best use of resources and public money.

The JARAP will meet in public throughout the year and report on their findings, and make recommendations, where appropriate, to myself and the Chief Constable to improve 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 empowered 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. A representative from the OPCC will also attend the monthly Performance Delivery Group chaired by the Deputy Chief Constable, where police performance is reviewed and assessed.

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.

Strategic Assurance Board – how the Chief Constable and I work together in the interests of Leicester, Leicestershire and Rutland residents:

The Strategic Assurance Board (SAB) 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 SAB meetings. The SAB ensures that I am advised thoroughly in my decision making as well as ensuring best use of resources available. 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.

The SAB 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 is 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 help 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. Strategy agreed at the SPB will be delivered through an Executive Board meeting (EB). The function of the Executive Board is to execute the direction of the Strategic Partnership Board (SPB) ensuring that effective action is undertaken. The Executive Board will coordinate, focus and resource the effort of groups in support of the strategic direction given by the SPB. Through the SPB and EB I will do all that I can to encourage innovation and collaboration amongst organisations thereby ensuring the best use of resources.

6. Delivery and Life Cycle of the Plan

In my manifesto I made clear the issues and priorities that would enable police and partners to drive down crime. These priorities are now placed within four key themes:

1. Reducing Offending and Reoffending
2. Supporting Victims and Witnesses
3. Making Communities and Neighbourhoods Safer
4. Protecting the Vulnerable

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 Needs Assessment. I have set clear targets within each priority area. For policing targets, I will hold the Chief Constable to account for achieving these in the coming year and beyond.

The Plan's targets are kept in line with Her Majesty's Inspectorate of Constabulary (HMIC) current practices. I have set targets that are challenging, meaningful and will ensure that the police and partner's resources are being directed in the correct way. I am confident that this Plan will deliver by 'doing the right thing' and the target changes reflect this. The methodology used to set the targets is detailed in Appendix B 'The positive outcome rate and target setting' available on the OPCC website: [hyperlink](#)

This approach ensures I have full and open community consultation and engagement. I am able to make sure that emerging community concerns are captured and inform the Plan. It also accepts that levels of crime and anti-social behaviour may change throughout the year dependant on a range of influences. This means emerging threats can be added to the Plan and threats that have been mitigated or are no longer a priority can be taken out. It allows for the changing economic forecast to be assessed and plans to be drawn up to meet austerity measures through to the financial year 2016/17 and beyond, as announced in the Chancellor's Autumn Statement (2012).

Strategic priorities set out in each of the strands are based on comprehensive research and analysis available from partners and also commissioned on my behalf. Details of these data sources are described in Appendix C 'Police and Crime Plan data sources' available on the OPCC website: [hyperlink](#)

7. The Police and Crime Plan Journey and Priorities

The Plan recognises the increasing importance of partnership working. Two strands have been identified to assist police and partners deliver the Plan.

These strands are:

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

- Consulting with, and involving, the public in setting the priorities for the police.
- Ensuring I remain accountable for the service provided by Leicestershire Police.
- Setting the strategic policing priorities.
- Holding the police to account through the Chief Constable.
- Ensuring the police respond effectively to public concerns and threats to public safety.
- Promoting and enabling collaborative working within the arena of community safety and criminal justice.
- Increasing public confidence in how crime is reduced and how services for victims and witnesses are delivered.
- Ensuring partnerships work well together and make best use of the resources available to make our communities safer.

7.2 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.
- Working with all regional PCCs to ensure accountability for delivering efficient collaboration projects and value for money.

A summary of priorities and expected outcomes can be found in Appendix D 'Strategic Priorities, Targets and Outcomes' available on the OPCC website: [hyperlink](#)

8. The Strategic Direction for Policing and Partnerships

Through consultation and engagement with the communities of Leicester, Leicestershire and Rutland and working with the police and partners I have identified four areas of work that will substantially impact on the quality of life for those in Leicester, Leicestershire and Rutland.

Areas of work within the four themed areas should not be read in isolation as there are links between themes and priority areas and contributions made by the police and partners. For example, working with troubled/supported families will impact upon overall crime and anti-social behaviour levels, whilst tackling forms of domestic abuse and violent crime also has links to alcohol use and the troubled/supported families agenda. These are themes which run throughout the Plan and this will provide clear commissioning opportunities.

A theme overview and priority areas are set out in the next section. Each theme area is underpinned by strategic priority areas. I have shown key performance indicators, associated targets and outcomes that I expect police to work with partners to achieve. This Plan should be viewed as a 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 view it is possible to approach these issues from three directions. These three cross cutting themes are:

- 1. 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 and those who find themselves in a vulnerable situation in society are protected and their need to call for emergency assistance is reduced.
- 2. 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. There is also a strong need to look at early intervention projects in order to stop negative behaviours potentially leading to criminal and anti-social activity later on.
- 3. Reduction:** Working together to reduce the repetitive behaviours and activities that lead to harm, anti-social behaviour and crime.

8.1 Theme Overview and Strategic Priorities - Reducing offending and reoffending

Offending and reoffending is a highly complex issue but I will work with the police and partners to tackle these issues and improve the safety of people in Leicester, Leicestershire and Rutland.

In 2012/2013:

- In the City - 52% of all detected crime was committed by offenders under 25 years old; 38% of the City's population are aged under 25.
- In the County - 46% of all detected crime was committed by offenders under 25 years old; 28% of the County's population are aged under 25.
- In Rutland - 2% of all detected crime was committed by offenders under 25 years old; 29% of Rutland's population are aged under 25.

Young adults between the ages of 16-24 years commit 42% of all detected crime and therefore this age group is nearly three times more likely to be responsible for crime than any other age group. This age group spans the statutory work of the local Probation Trust and Youth Offending services that, together with other partners, including the voluntary sector, have made positive progress in reducing reoffending rates amongst this group. Community Safety Partnerships have also invested in ensuring that reoffending rates of adult offenders serving short sentences (many of which are within this age group) are addressed.

Understanding the reasons why the offending rate among young people is so high is fundamental to reducing the risk factors that lead to offending and enabling early interventions to prevent people from offending.

Strong links exist within the wider Criminal Justice system, the Probation Service, Youth Offending Services and Community Safety Partnerships. These links will be developed further and together we will provide a local picture of offending related needs amongst adults and young people known to these services.

Youth offending and vulnerability are clearly linked. Police and partner assessments suggest that young people reported missing from children's homes are likely to offend. Data from youth offending services recognises the strong correlation between first time entrants to the criminal justice system, reoffending rates and young people in care.

I will commission youth prevention and diversion pathways which support two specific groups of young people: high risk entrants to the criminal justice system and repeat young offenders already within the criminal justice system.

Strategic Priority 1 - Preventing and diverting young people from offending

Early intervention offers an opportunity to improve the lives and futures of our children and young people. In turn this reduces crime and the cost of people in the criminal justice system. I support this approach fully and believe it holds particular relevance to preventing offending amongst children and young people.

Locally, there are innovative and effective prevention and diversion activities to ensure local children and young people do not become involved in crime and ASB. I am aware that organisations such as Youth Offending services, police, Children and Young People's Services, Community Safety Partnerships and voluntary and

community organisations have developed and are delivering effective interventions. Performance in this area is strong. Youth Offending services, in collaboration with partners, have achieved year-on-year reductions in the number of first time entrants into the criminal justice system.

I am keen to contribute to and build on this progress, ensuring the focus on prevention and diversion remains. I would like to see restorative and other alternative approaches known to be effective in reducing the risk of young people offending continue to be developed and utilised as well as early intervention for 'at risk groups'. As this area of work spans a number of partnership areas (e.g. children and young people, safeguarding, community safety, health and well-being), I will work with partners to agree the best overall strategy to drive this preventative agenda.

How this will be measured:

- Reduction in the number of 10-17 year olds entering the Criminal Justice System for the first time and receiving community resolutions, youth caution and youth conditional cautions.

Strategic Priority 2 - Reducing reoffending amongst young people and adults

Leicester, Leicestershire and Rutland have a strong record of strategic and operational partnerships across the sectors, which have resulted in success in reducing reoffending amongst young people and adults. Multi-agency partnerships such as youth offending services, drugs intervention programme, MAPPA and integrated offender management, including the work with prolific and priority offenders and adult short term prisoners, have demonstrated the effectiveness of adopting a partnership approach to reducing reoffending and protecting the public from harm. Progress has been made in developing services across the seven pathways out of offending: accommodation; education, training and employment; health; drugs and alcohol; finance, benefit and debt; children and families; attitudes, thinking and behaviour. I am committed to contributing to, and ensuring that the diverse needs of young people and adult offenders are met.

I will seek to support these existing arrangements, through the Strategic Partnership Board and by working collaboratively in order to develop our response and further reduce reoffending.

There is national evidence that this group benefits from a bespoke approach that supports their transition into a constructive and crime free adulthood. With partners, I would like to ensure our approach is as effective as possible. This will require analysis of an offender's needs across the pathways out of offending. Research will need to be underpinned by local experience, so the design of interventions and commissioning is well informed. Given that this priority spans the work of several different agencies, I propose that this is overseen by the Strategic Partnership Board and, in particular, the Reducing Reoffending Board.

Further information on how we will positively impact on offending and reoffending can be found in the Commissioning intentions <http://www.leics.pcc.police.uk/Planning-and-Money/Commissioning.aspx>

How this will be measured:

- Reduction in offending by 18-24 year olds
- Reduction in reoffending by 18-24 year olds

Strategic Priority 3 - Reducing alcohol and drug related offending and reoffending

The relationship between drugs, alcohol and crime is complex. There is a clear link between drug misuse and (acquisitive) crime that generates cash, such as shop theft and burglary. Alcohol is often a factor in violent crime and domestic abuse. Local figures indicate that alcohol is a factor in 50% of violence and assault offences.

Offenders known to the local youth offending services and probation service display significant levels of offending related need in this area; approximately a third of adult offenders have an alcohol need and a third also have a drug misuse need underpinning their offending. A proportion of young people known to youth offending services have an assessed level of substance misuse need which presents a significant issue which requires addressing.

The history of partnership working is strong in this area and there has been considerable success, for example, in the design and commissioning of an end-to-end treatment pathway for drug and alcohol misuse offenders across the area and a strong record of performance. I also recognise the wealth of knowledge and expertise across provider organisations and strategic and commissioning partnerships such as the Leicestershire and Rutland Substance Misuse Partnership Board, the Drug and Alcohol Commissioning Group and the Criminal Justice Strategic Commissioning Group. The Strategic Partnership Board has supported this framework and I look forward to building on the progress already made by pursuing shared priorities through this Board. Providing drug and alcohol treatment is key to achieving success in this area. I hope to see an increase in the number of individuals who successfully complete their treatment.

In my manifesto, I made a commitment to make inner city and urban areas more family friendly and less affected by alcohol related offending, which is particularly prevalent during the night time economy hours of 7pm-7am. Through ongoing partnership work, I believe we can reduce the impact of alcohol misuse, including accidental injury, violence (particularly domestic abuse) and impaired decision making, which can lead to vulnerability.

How this will be measured:

- Increase in the number of successful drug and alcohol treatment completions.
- Reduction in the number of re-entry into structured treatment within 6 months of successful completion.
- Reduction in reoffending rates amongst those offenders within criminal justice treatment.
- Reduction in the number of incidents recorded in or near licensed premises during the night time economy hours of 7pm to 7am.
- An assessment and evaluation of the use of late night levy options with partners with a view to implementation.

Strategic Priority 4 - Reducing crime and ASB caused by families in a Troubled/Supported Families programme

In 2011, the Prime Minister highlighted how just 120,000 families were costing the country £9 billion (around £75,000 per family) per year. These families often experience one or more of the following; no adult in the family in work, children not consistently in school, and family members involved in crime and anti-social behaviour. Evidence gathered locally suggests certain families experience disproportionately high levels of substance misuse, debt, unemployment, domestic abuse and other crime. They are also more likely to experience poorer mental and physical health.

Leicester City's 'Think Family', Leicestershire's 'Supporting Leicestershire Families' and Rutland's 'Changing Lives' programmes hold great potential in ensuring a whole family approach is taken. They aim to work in partnership with these families to secure long lasting change.

I am committed to contributing to this agenda given its clear relevance to preventing offending and reducing reoffending. I will ensure the police continue to contribute to the programmes both strategically and at an operational level. I am keen to ensure other programmes, such as those focussing on prolific and priority offenders and adults serving less than 12 months, contribute to these programmes. I intend to commission Integrated Offender Management initiatives which target the highest risk offenders, with a specific focus on 16-24 year old offenders, prolific and priority offenders, adults serving less than 12 months and those who are members of families with identified complex needs. I will also continue to contribute to the:

- Leicestershire and Rutland and City Safeguarding Boards for Children.
- Leicestershire and Rutland and City Safeguarding Boards for Adults.

How this will be measured:

- Reduction in reoffending by families engaged in a troubled/supported family programme.
- Reduction in recorded ASB committed by families engaged in a troubled/supported families programme.

8.2 Theme Overview and Strategic Priorities - Supporting victims and witnesses

Following a government consultation in 2012 ('Getting it right for victims and witnesses'), Police and Crime Commissioners will from October 2014 be responsible for locally commissioning most of the emotional and practical support services for victims of crime provided by the voluntary, community and social enterprise sectors. I will commission support services which provide specialist support for victims and witnesses of crime. There is significant evidence of the link between being a young victim of crime and youth offending. This shows how the priorities are linked and our response across the partnership must also understand and respond to these cross-overs.

Provision will be focused on the vulnerable, those who have suffered the greatest impact from crime including victims of serious crime and those who are persistently targeted.

Children and young people are often victims of crime and anti-social behaviour. I am committed to protecting children and young people from becoming victims and witnesses and supporting them wholeheartedly should they become a victim or witness. The confidence and trust of victims to seek the help of the police, and their experience 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 just restricted to achievement against targets but most importantly on meeting the needs of victims.

Strategic Priority 5 - To increase reporting of domestic abuse and ensure a positive outcome for victims and witnesses of domestic abuse

Domestic abuse is a term used to cover all forms of abuse, control and violence between those aged 16 or over who are, or have been intimate partners or family members. I recognise that domestic abuse can affect all communities and as such I am committed to ensuring that Leicestershire Police continue to provide an accessible service to all victims of domestic abuse. I am keen to encourage male and female victims and those in same sex relationships to report incidents of domestic abuse and access services.

The Crime Survey for England and Wales (CSEW) indicates that less than 40% of domestic incidents are 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). Less reported domestic abuse such as forced marriage will be looked at to ensure we increase our understanding in this area and have services in place that enable confident reporting.

Police and partners will work together to develop a shared understanding of domestic abuse and the best ways to recognise, prevent and reduce offending.

I will work with the Domestic Safety Strategy Board to achieve these aims, which encourages agencies and partnerships to work jointly including the sharing of resources. The Board oversees and coordinates the implementation and delivery of domestic abuse priorities agreed in the Leicestershire Multi Agency Domestic Abuse Strategy. The police have a key role to play in delivering this strategy. The Crown Prosecution Service is supporting this area of work and is driving an increase in guilty

pleas at first hearing to reduce the threat to individuals and increase efficiency in the service.

Leicestershire Police conduct a bespoke survey to capture the experiences of domestic abuse victims as these are excluded from the Home Office Violent Crime Survey. This is conducted quarterly and will be used to monitor the level of service and care shown to victims of domestic incidents. Leicestershire Police have developed a robust repeat victim monitoring tool and process, enabling repeat victims to be identified and support to be provided swiftly and appropriately. An increase in confidence inevitably results in an apparent increase in the reporting of this type of crime therefore I have not set a reduction target for this priority. I am keen to set an outcome target and therefore assign significant resource to the area of the greatest threat, which is domestic abuse with injury.

The commissioning intentions will deliver services for victim and witnesses to provide a consistent, reliable and positive journey for victims and witnesses of domestic abuse.

How this will be measured:

- 50% Domestic abuse with injury crime outcome rate¹
- 90% Satisfaction rate

Strategic Priority 6 - To increase reporting of serious sexual offences and ensure a positive outcome for victims and witnesses of serious sexual offences

Over the past three years the number of recorded serious sexual offences in Leicester, Leicestershire and Rutland has seen an upward trend. Serious sexual offences include rape and sexual assaults on children or vulnerable adults. High profile media reporting may have impacted on people feeling more confident in reporting offences. It is also hoped that focussed work to increase confidence and the victim and witness experience is also a factor. More than half of sexual offences are committed in dwellings with rape and sexual assault being more likely in domestic settings. Offences committed in public tend to be sexual assault and indecent exposure.

Dealing with serious sexual offences is complex and I would like the police and Community Safety Partnerships to work together to increase their knowledge and practices in order to protect those most at risk of becoming a victim of sexual crime and reduce offending. A report by the Office of National Statistics report in 2013 concluded that only 15% of female victims reported serious sexual offences (there is no capable data relating to male victims). 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.

A number of factors influence crime outcome rates but it remains a priority to support victims throughout the investigation as well as to bring the offenders to justice. Whilst further detailed analysis will be required, I expect the police to continue to strive to reach the crime outcome rate and bring to justice the most harmful offenders in society.

¹ A crime outcome is a sanctioned detection or community resolution

Support for victims and witnesses are of paramount importance. Services will be commissioned to help people to cope with the immediate impacts of sexual crime and recover from harm and distress of being a victim or witness in a sexual crime.

Bespoke surveys and assessments of the quality of service provided to victims of serious sexual assault are completed throughout the year. The findings enable the police to understand the needs of victims and provide the most appropriate approach to meet these needs.

A numerical target of crime outcomes of serious sexual offences is being used to focus resources on bringing the most serious offenders to justice.

How this will be measured:

- Partners have agreed to work together to agree the most robust and victim focused performance measures. Performance indicators will be published in January 2014.

Strategic Priority 7 - To increase reporting of hate crimes and ensure a positive outcome for victims and witnesses of hate crime offences

I am proud to be the Police and Crime Commissioner for one of the most diverse and multi-cultural policing areas in England and Wales. I value this diversity, and have pledged to protect the most vulnerable in society and to support victims of hate crime and hate related anti-social behaviour (ASB). 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 significantly under-reported. I will do all I can to create a culture which 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. Leicestershire Police have engaged with the EHRC to implement the recommendations set out in the reports across all types of hate crime including:

- Evaluating the steps taken to identify, prevent and address hate crime.
- Complying with the Public Sector Equality Duty.
- Identifying repeat and vulnerable victims at the first point of contact.
- Being transparent in the recording of hate related crimes and incidents and exploring more accessible ways for people to report these crimes.

I will do everything in my power to ensure all residents feel safe and able to conduct their lives free from fear. I expect Leicestershire Police to work with communities and partners to encourage the reporting of all hate crime (any criminal offence or non-crime incident which is perceived, by the victim or any other person, to be motivated by a hostility or prejudice based on a person's age, disability, gender, gender re-assignment, race, religion or belief, or sexual orientation) and to promote confidence amongst our communities that they will be protected from harm. Those committing such offences will be dealt with swiftly and robustly.

It is important that every victim of hate crime receives a high standard of service from the police, from the initial response through to the conclusion of the investigation.

Satisfaction targets are important and we must make sure we are listening to the views and experiences of people. This allows us to reflect on what we can do to address under reporting and encourage people to come forward and tell us about things that have happened. I will commission services which help build confidence and trust in the police and criminal justice system so victims and witnesses feel supported and able to report hate crime. An increase in reporting will help us to understand and tackle the root causes of hate crime.

Leicestershire Police recently began a bespoke survey to capture the views and experiences of all victims of hate crime. The first full set of results will be available in January 2014. Until then we are able to monitor quarterly the results, as this data will give me the opportunity to measure the experiences and service provided to all hate crime victims.

How this will be measured:

- 55% Crime outcome rate
- 88% Satisfaction rate

Strategic Priority 8 - To prevent anti-social behaviour (ASB) and to continuously improve the quality of service and response to victims of anti-social behaviour

I am dedicated to tackling issues that cause the most distress to residents. Anti-social behaviour is one of these issues. It can take many forms such as noise nuisance, littering, criminal damage and inconsiderate behaviour. Working with partners and the community we will reduce the harmful effects of ASB.

There are clear links between areas of higher population density and levels of ASB incidents, ASB by its very nature can have a devastating effect on victims wherever they live. This is especially true where victims (particularly vulnerable adults) and communities are subjected to repeat and persistent offending.

ASB in Leicester, Leicestershire and Rutland is reported at a rate of 24 incidents per 1000 population, which is the third lowest number in England and Wales. Leicestershire Police, together with local partners, have taken a very positive approach to tackling ASB over the past five years. The number of ASB incidents reported to the police has fallen by 16% in 2012/13 compared to the previous year. I wish to see this reduction continue and I want to see victims receive a rapid, consistent and robust response from the police and partners to halt the activities of offenders. I am committed to commissioning services which will provide activities that prevent ASB and increase positive perceptions of community safety.

A shared case management system (known as SENTINEL) is being used to bring together all reported incidents of ASB; this will include not just police recorded incidents but also data from all local authorities across Leicester, Leicestershire and Rutland. By working with our partners, we aim to improve our understanding of ASB – its causes, its frequency, its geography, and its broader impact. We can expect some of this work to result in an increase in the incidents reported to the police as this data sharing across all agencies improves our awareness, and understanding, of this behaviour. Local initiatives encouraging ASB reporting have proved a success with increases in reporting noted from diverse sections of our communities.

For these reasons, I am not setting a reduction target for ASB at this time. Rather, I have set a high target with regard to those who have been affected by ASB being

reassured and satisfied by the response provided. I am keen that there is robust identification of those who are repeat victims of ASB. This will ensure those most affected by ASB will receive a high level of service and ASB perpetrators will be dealt with in a swift and robust manner. Through the future development of partnerships particularly at a local level and by gaining a greater understanding of the issues that lie at the root cause of ASB, a longer term, joint strategy will be developed to reduce ASB with even greater focus and energy. A multi-agency ASB strategy group provides joined up focus across the City, County and Rutland areas and an ASB forum has been set up help to drive this area of business. Police and Partnership performance in reducing ASB and the impact of ASB will be scrutinised and my commitment to improving resident's confidence in this area is key in achieving this Plan.

How this will be measured:

- 85% Satisfaction rate

Strategic Priority 9 - To continually improve the quality of service and response to victims of crime

I will hold the Chief Constable to account for the quality of service provided to those who need the police or who are victims of crime.

A range of experiences contribute to the overall sense of satisfaction. Commissioned services will look to improve the whole victim experience, from initial contact with the police through to providing services to support recovery. I expect all victims of crime, and other 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'. Satisfaction and confidence in the police are undoubtedly linked. Those who are satisfied with the service they receive will be keen to contact the service again if needed and share positive experiences. This will in turn increase confidence in the service people will receive. This links with my commitment to increase reporting of domestic abuse, serious sexual offences and hate crime to enable support to be provided to victims of these underreported crimes and incidents. I will measure this through the victim satisfaction surveys conducted under Home Office rules and guidance, which includes satisfaction with the follow up process. 'All user' satisfaction has remained relatively stable at around the 85% mark for several years. It is believed that activity to increase satisfaction above these levels more rapidly will require extensive commitment of time and resources and the potential improved impact and outcomes will not be proportionate to the level of input. As satisfaction levels are already high I feel resources are better allocated elsewhere.

How this will be measured:

- 85% 'all user' Satisfaction rate
- 1% increase to this target, year on year, to achieve an overall satisfaction rate of 88% by the end of 2016

8.3 Theme Overview and Strategic Priorities - Making Communities and Neighbourhoods safer

I am committed to reducing crime and making communities safer in urban and rural communities and will support and commission projects which meet local needs.

There is a strong correlation between high levels of crime, poverty and poor health. Crime is associated with social disorganisation, low social capital, relative deprivation and health inequalities. It is clear the geographical distribution of ill health closely matches that of crime. Crime can certainly lead to ill health but equally crime and ill health have common causes. We know offenders are more likely to have a background of broken families, child abuse, low levels of education and literacy – all of which are linked to poor health as well as crime. Perceptions of community safety can differ greatly. Areas of deprivation may have different expectations of what constitutes community safety than those in more affluent areas.

In order to reflect the actual need combined with local aspiration and expectations of community safety, each Community Safety Partnership area prepares their own Community Safety Strategic Needs Assessment which directs the CSP Local Strategies. The content of these Strategies are not included within this Plan, but the content has been used to shape this Plan and is considered as part of the co-commissioning business case process with CSPs.

Strategic Priority 10 - To continuously improve the police service to the communities of Leicester, Leicestershire and Rutland

I said in my manifesto that I want Leicestershire Police to be amongst the best police services 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, Leicestershire Police conduct 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 in the CBS. This data allows me to look at the 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 needs of differing groups and communities and adapting to ensure the approach is inclusive to everyone across Leicester, Leicestershire and Rutland. Leicestershire Police already perform well in comparison to other police services across the country and I expect this position to be maintained. A 75% confidence rate that the “police are doing a good job” is, in my view, challenging yet achievable and realistic.

As I fully expect Leicestershire Police to undergo significant changes and reductions in the budget over the next four years I will not be setting increasing targets. 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 police services and over the next three years I expect to see the results for the CSEW draw closer to the CBS figures at the higher level of 75%.

How this will be measured:

- 75% Confidence rate in the Community Based Survey that the 'police are doing a good job'

Strategic Priority 11 - To reduce all crime

Overall crime in Leicester, Leicestershire and Rutland is at its lowest point in 24 years thanks to the excellent efforts of the police, partners and the community (www.gov.uk). 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 for 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 which are recorded and discovered due to the proactive work of the police themselves including drug seizures and public order offences.

I have identified the crime areas where I want to see an increase in reporting, which in the past year accounts for 6000 of the total number of 59,000 crimes reported. I want reporting in these areas to be positively encouraged. Indeed, I will ensure victims reporting these devastating crimes against the person such as serious sexual offences, child abuse, domestic abuse and hate crime continue to be treated with respect, fairness and with the highest levels of professionalism. In addition, those people committing such offences can expect to receive tough responses, with the law being used appropriately to stop their behaviour. I will not set a crime reduction target in areas that may lead to adverse effects on the confidence of victims to report their crime may impact on the proactive work of officers to find and detect certain types of crime. These crime types have been omitted from the 'reduce all crime' target'.

How this will be measured:

- 5% Reduction in all crime

Strategic Priority 12 - To reduce domestic burglary and ensure a positive outcome for victims of burglary offences

Burglary impacts on communities across the policing area with a fairly even split of offences occurring across Leicester, Leicestershire and Rutland. The intention of the offender in most cases is to steal but the impact of their crime 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 in the years 2007-12. However, in the 2012-13 financial year this trend has been under pressure and there is a risk that domestic burglary may start to rise again if left without a focused response. A number of factors influence this weakening reduction trend including: the economic climate; unemployment; drug and substance dependency; and repeat offending. Partnership working is the key to targeting the most prolific burglary offenders. Finding the offender is a key tactic in driving down volume and protecting our communities. The commissioning intentions support approaches and interventions that are either promising or proven to be effective in reducing offending and reoffending.

How this will be measured:

- 13% Reduction in burglary
- 25% Crime outcome rate
- 90% Satisfaction rate

Strategic Priority 13 - To reduce violence against the person – with injury and ensure a positive outcome for victims of violent crime – with injury offences

Violence against the person accounts for over 17% of all crime recorded. The most common violent crime offences reported are Actual Bodily Harm (ABH), Common Assault, Harassment and Fear or Provocation of Violence. Weapons have been used in 11% of all offences and, in 60% of all offences the victim suffered some level of injury.

Recent years have seen a decrease in offences although this position is changing. 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. As there is a link between this priority and that of domestic abuse, I have asked that performance reports break down violence against the person into a comparative analysis of 'all violence with injury' against 'domestic violence with injury'.

How this will be measured:

- 2% Reduction in violence against the person with injury offences
- 50% Crime outcome rate
- 82% Satisfaction with service for victims of violent crime with injury

Strategic Priority 14 - To reduce vehicle crime and ensure a positive outcome for victims of vehicle crime

The trend in vehicle crime has been downward in recent years. This has been helped by improvements in car security; changes in dashboard fitted hi-fi systems and heightened public awareness of crime prevention tactics. However, the last year has seen overall vehicle crime starting to increase, particularly in relation to theft from vehicle offences.

The main reasons for the trend reversal 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 'fuel bilking' - making off without payment).

The Police 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 80% of diesel theft occurs outside the city boundaries, 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.

Theft of motor vehicle offences has seen a downward trend in recent years. Recent trends show that mopeds and motor bikes are the most likely vehicles to be stolen.

A reduction in theft of motor vehicle offences can be accountable in part to an increase in burglaries where a house is broken into in order to steal the keys and a car is subsequently stolen. This is classified as burglary and not as a theft of vehicle. Ways in which cars are stolen are changing; offences where cars are stolen and no key appears to have been used to start the car are on the increase.

I will commission interventions to prevent and reduce all vehicle crime taking account of current trends and ensuring that the number of people affected by vehicle crime reduces.

How this will be measured:

Theft from Motor Vehicle

- 14% Reduction in theft from motor vehicle
- 9% Crime outcome rate
- 85% Satisfaction rate

Theft of Motor Vehicle

- 10% Reduction in theft of motor vehicle
- 23% Crime outcome rate
- 85% Satisfaction rate

8.4 Making Communities and Neighbourhoods Safer - Supporting work streams

Being reassured by 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 core tasks and being accessible to the public. Leicestershire Police have 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 each local area. The Contact Management Department (999 calls and operations room) have moved to a new shift pattern aimed specifically at improving the match of staff on duty to demand.

By working with partners to resolve some of the shared priorities, we can also increase the availability and visibility of police officers. This shared approach will help other agencies to free up capacity and by working together I firmly believe we can improve the services to all residents. I have tasked the Chief Constable to ensure officers are publicly visible whenever possible. Targets have been set to monitor and assess visibility performance. Upgrades have been made to existing technology and Leicestershire Police is playing a leading role in a regional information technology project and is a member of the national reducing bureaucracy programme. These offer a clear opportunity to deliver the technological solutions necessary to reduce and remove the administrative and more bureaucratic aspects of policing. These projects will result in a greater proportion of officers time spent on visible patrol. Timescales are set to ensure delivery within the time frame of the Police and Crime Plan.

Road safety

The risks presented by the increasing volumes of traffic are a concern to some sections of the community, particularly in rural areas. Road safety is a core activity of the police service. A great deal of work goes into reducing accidents and injuries on our roads. This includes investment in mobile and static speed cameras to target collision hotspots, targeted operations (such as 'Fatal 4' which is seat belt, speeding, drink drive and use of mobile phones) and education days. The three police service Serious Collision Investigation Unit (Leicestershire, Derbyshire and Nottinghamshire) is a collaborative approach to improve investigation of serious accidents and to bring offenders to justice where appropriate. 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 provide a safer environment on the roads of Leicester, Leicestershire and Rutland. I expect the police to continue to work in partnership at all levels to make our roads safer.

The use of stop and search powers

Stop and Search continues to be a useful tool used by the police in the prevention and detection of crime and terrorism. However, I recognise it can have a detrimental impact on confidence if it is used in an unfair and ineffective way. Leicestershire Police continue to work closely with the Equality and Human Rights Commission to ensure stop and search is used fairly and to provide scrutiny on any areas of disproportionate use between different communities.

It is my intention to continue to hold the Chief Constable to account for the use of stop and search and to make sure it is used both fairly and effectively to keep the people of Leicester, Leicestershire and Rutland safe.

8.5 Theme Overview and Strategic Priorities - Protecting the Vulnerable

Vulnerability can be defined in many ways. In this Plan by 'protecting the vulnerable' I mean that I am committed to safeguarding people who require the need for services to provide support.

I am keen to commission services that provide safeguarding to all those in need. Approximately 15% of police time is spent dealing with people with mental health issues. There is evidence to suggest a strong link between mental health issues and offending (Mental.health.org.uk). Building on work being delivered by partners including CSPs and Clinical Commissioning Groups (CCGs) I will seek to understand these links and provide interventions to tackle these issues.

Safeguarding Children and Adults:

Safeguarding covers a wide range of issues including domestic violence, abuse and neglect. I recognise the valuable work undertaken by the Safeguarding Boards and am committed to maintaining and improving our engagement with these boards and associated operational subgroups. Chaired by an independent person, these multi-agency Safeguarding Boards for adults and children have existed for some time now in Leicester, Leicestershire and Rutland, with the police playing a vital role. The boards co-ordinate the activities of statutory and voluntary agencies, are responsible for developing policies and procedures and also participate in and influence the planning and development of services. Their prime purpose is safeguarding and promoting the welfare of children and adults and holding agencies to account for that work.

A multi-agency safeguarding group known as CHANNEL protects people at risk of radicalisation and is an element of PREVENT and the Governments Counter Terrorism strategy. (For more information see [Contributing to regional and national threats](#)).

CHANNEL is a unique multi-agency collaboration between local authorities, education and health sectors, social services, children's and youth services, offender management services, the police and the voluntary sector working outside of binding legislation to protect the vulnerable. CHANNEL is about safeguarding children and adults from being drawn into committing terrorist related activity. It is about early intervention to protect and divert people away from the risk they face before terrorist activity occurs.

I will continue to support work already in place and commission new services to protect all types of vulnerable people.

Strategic Priority 15 - To prevent child abuse and child sexual exploitation (CSE) and provide a safe and supportive environment for victims and witnesses

The Leicestershire Police Child Abuse Investigation Unit manages over 3,000 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 people feel able to come forward and seek help.

Between 1st April 2012 and 31st March 2013, there were a total of 2,011 individual victims of either assault or indecency reported to the police who were under 18 years old at the time of the offence. Of these, 21% had been victims of crime in the previous 12 months. There were 96 individual victims of child neglect offences in 2012/13, which represents over double the number of victims of the previous year. Although the number of reported child neglect offences has risen significantly, so has the proportion of detected offences, with over 76% of child neglect offences in 2012/13 resulting in a positive police outcome.

Extensive progress has been made to improve information sharing and 'join up' how agencies work together to protect the vulnerable. It is accepted that this will have an impact and has increased reporting to the police and partners. Frontline officers and those delivering services in the community are more aware of vulnerability and how to report it. The Comprehensive Referral Desk as mentioned earlier in the Plan acts as a mechanism to facilitate data sharing and enable a swift appropriate response. I intend to commission interventions which proactively identify children and young people at risk of child abuse and child sexual exploitation (CSE), which equips young people with the skills, confidence and knowledge to recognise abuse, CSE 'grooming' techniques, avoid at risk situations and to report incidents of concern.

To reflect the national approach taken by the Association of Chief Police Officers (ACPO), endorsed by the National Police Protective Services Board (NPPSB), Leicestershire Police will work closely with the College of Policing, the National Crime Agency and Child Exploitation Online Protection Centre to ensure that local work will be in line with the seven strategic themes of the ACPO action plan:

- 1) **Prevent** – developing awareness and public confidence.
- 2) **Protect** – protecting, supporting, safeguarding and managing risk.
- 3) **Pursue** – effective investigations and bringing offenders to justice.
- 4) **Partnerships** – strengthening and building partnerships and multi-agency working.
- 5) **Intelligence and performance monitoring** – improving data and tracking progress.
- 6) **Leadership** – ownership at senior level.
- 7) **Learning and development** – from awareness among non-specialist frontline staff to increasing specialism.

The prevention and reduction of child abuse and CSE is something I am committed to through supporting the delivery of the national action plan. I will commission services to prevent child abuse and CSE, increase confidence in reporting offences and concerns and provide support to all victims and witnesses. I will set a target to increase reporting, so I can assess the performance of the commissioned services IN raising confidence in reporting child abuse and CSE to the Police.

It is not appropriate to set a detection or positive outcome target for this category. Equally, I have avoided setting a detection target to ensure there are no perverse outcomes where, in the pursuit of targets, we fail to put the interest of the child first. A yearly police strategic assessment takes place to identify areas of concern. Regular internal performance monitoring alongside intelligence analysis identifies areas of threat that require swift and robust resourcing.

How this will be measured:

- Partners have agreed to work together to agree the most robust and victim focused performance measures. Performance indicators will be published in January 2014.

Strategic Priority 16 - Improving the response, service and outcomes for those with mental health needs

The term 'mental ill health' covers a range of conditions which affect a person's cognitive and/or emotional wellbeing. Mental ill health can range from depression and anxiety through to psychotic illnesses.

At least one in four people will be living with a mental health condition at some point in their life and one in six adults are living with a mental health condition at any one time. One in ten children aged between 5 and 16 years have a mental health condition, and many continue to live with a mental health condition into adulthood.

Mental ill health tends to occur more commonly in areas with higher levels of poverty. Poorer patients are also more likely to suffer negative effects of risky health behaviours e.g. substance misuse. On that basis, levels of mental ill health across Leicester, Leicestershire and Rutland reflect differences in socio-economic conditions. Leicestershire and Rutland tend to have lower rates of mental ill health than average whereas the opposite is true in Leicester City where, for example, rates of hospital admissions for serious mental ill health and deliberate self-harm are higher than average.

Leicestershire Police have long been considering how they and partners can provide the best, most appropriate and timely service for people living with mental health conditions and secondly to reduce repeat demand from people in crisis living with mental health conditions. The police have refreshed their own mental health strategy earlier this year. This focus of the Health and Well Being Boards on prevention and the coming together of key stakeholders, promises to help create an excellent platform from which partners can agree common areas of concern. This can then result in a joint plan of work to achieve mutually agreed outcomes.

Responding to, and dealing with, incidents relating to mental health crisis, despair and vulnerability occupy a significant proportion of front line police officer time both locally and nationally. Over a twelve month period, Leicestershire Police dealt with more than 8,000 such incidents which amount to some 22 incidents on each and every day of the year, equating to 15% of all police incidents. 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, young people in the care of the local authority or people living with dementia.

Whilst the police would be the first to say they often cannot provide the most effective response to the service user or person experiencing a mental health episode, they also recognise that they play an important part in ensuring an individual reaches the most appropriate care without delay.

There are already well established working relationships between the police and other agencies who are expert in the field of managing mental health crisis, despair and vulnerability linked to mental illness and conditions such as dementia. A number of innovative projects are being tested to examine their effectiveness.

For example, a joint project between Leicestershire Partnership NHS Trust and the police is combining a police officer with a community psychiatric nurse in a police car to respond to incidents out of hours. This project is already demonstrating a reduction in the number of individuals needing to be taken to a place of safety under Section 136 of the Mental Health Act 1983 which is reducing the demand on both police and our partners' time and resources. The Youth Offending service work with Child and Adolescent Mental Health Service to provide swift interventions for young people entering the criminal justice system who have mental health issues.

Children and young people who end up in custody are three times more likely to have a mental health condition than those who do not. They are very likely to have more than one mental health condition, to have a learning disability, to be dependent on drugs and alcohol or to have experienced a range of other challenges. Many of these needs go unrecognised and unmet. Around 1.4 million people with high levels of need do not receive any services, and problems can develop early. 20% of all convictions are by young people aged 14-17. Approximately 40% of all young offenders reoffend.

I think all partners would agree there are still improvements which can be made to the way both the police and partner agencies work strategically to integrate their services and respond to incidents of mental crisis, despair and vulnerability. In particular, reducing the time it takes for an individual to reach the most appropriate care and support that they need.

In partnership and agreement with key agencies I will seek to set some clear measurable targets and milestones which will demonstrate we are making progress together in this area. However, I recognise this will require a phased approach which is reflected in the objectives set.

How this will be measured:

By December 2013:

- Key stakeholders to complete a review to identify partnership priority areas to facilitate evidence based planning.
- To develop a programme of joint working between key stakeholders further to the above review and findings around the partnership priority areas.
- Agree a broader set of specific outcomes and measures for all key stakeholders.

Strategic Priority 17 - To reduce the number of repeat missing person reports

There are approximately 5,600 missing person reports each year in Leicester, Leicestershire and Rutland. Research (by other UK police services) shows that each missing person incident costs between £1000 and £2000 to investigate and resolve. Assuming even the lower of these estimates, the annual financial cost to Leicestershire Police 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, mental health units and those people who go wandering due to dementia. Nine specific locations across the City and Counties accounted for 21% of all missing from home reports in 2011/12. This equates to 1,176 reports and a projected cost to policing of £1.17 million (based on the lower cost estimate). Young people that go

missing are likely to go missing on more than one occasion, and there is evidence to suggest that missing persons are at risk of abuse and also of being involved in crime. Adults who go missing are likely to have mental health issues and go missing from local mental health care facilities.

There are existing partnerships in place which work to tackle issues of vulnerability, namely the Leicestershire and Rutland Safeguarding Boards for both adults and children and the same operating for Leicester City. I am committed to maintaining and improving our engagement and contributions to these Boards, associated partnership structures and operational groups.

Whilst the change in definition may assist with the risk management of reports received, partners involved in the process suggest that more proactive preventative partnership management of those individuals who are repeatedly missing from home is likely to have the greater impact on the PCC's related strategic priority.

I am pleased there is ongoing work with partner agencies to reduce the level of missing person reports from some of the locations noted above, with this effort focusing on 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.

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. People who go missing from home due to dementia can also be at an increased risk of become a victim of crime. Leicestershire Police are working with a number of partner agencies, voluntary organisations and charities to work towards dementia friendly communities. We recognise the importance of working together to reduce this risk and protect the most vulnerable in society.

How this will be measured:

- Reduction in number of missing reports.
- Reduction in police time and cost spent dealing with missing persons.
- Reduction in reports received from the nine specific locations which regularly report missing people.

9. Contributing to regional and national threats – the Strategic Policing Requirement

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

9.1 Responding to public protest and policing large events

Over the past year, Leicestershire Police 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). More recently mutual aid has been sent to Northern Ireland to assist with policing of the G8 conference and the disorder associated with the marching season.

The Force Strategic Assessment and the UK Threat Assessment identifies three main threats to public order 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 police services 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 police services.

I expect the Chief Constable to continue to work with partners, regional police services and our communities. In particular, I 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 services must stretch to meet such short term contingencies rather than routinely being configured to meet such extremes in demand. The latter would create a police service which has excess capacity rather than being lean and fit for purpose.

9.2 Serious and organised crime

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

I expect the Chief Constable to continue to work with partners, regional police services 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.
- Understand and safeguard the communities of Leicester, Leicestershire and Rutland from those who travel into the police area to commit crime.
- 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 them to protect themselves from this threat.
- Work with partners to understand the links between troubled/supported families and organised criminality.
- Work with partners to understand the link between the four key themes in this Plan and organised criminality.

Tackling serious and organised crime at a regional level has to exist in a strong, robust and accountable manner. Delivery of crime reduction and an increase in community safety is an expected product of effective serious and organised crime management.

How this will be measured:

Working with the PCCs in the East Midlands we have asked all regional departments to provide a summary of performance for each area of collaborative business. I will scrutinise this performance and the regional Chief Constables will be held to account for delivering local crime reduction, increases in community safety and value for money.

9.3 Counter terrorism

I expect the Chief Constable to continue to contribute to **CONTEST** - the Government's Counter Terrorism strategy.

Protect - To strengthen our overall protection against terrorist attacks by working with partners to reduce the risk to the UK and its interests overseas from terrorism so that people can go about their lives freely and with confidence and protect the UK border at East Midlands Airport.

Prepare - To mitigate the impact of a terrorist attack by collaborating with regional and national partners to ensure consistency in tactical delivery and command in our response to 'Chemical, Biological, Radiological & Nuclear' (CBRN) incidents and the Police Use of Firearms.

Pursue - To stop terrorist attacks by the identification, disruption and investigation of terrorist activity.

Prevent - To stop people becoming or supporting terrorists and violent extremists by working with our communities and partners to:

- Respond to the **ideological** challenge of terrorism and the threat we face from those who promote it.
- Prevent **individuals** being drawn into terrorism and ensure they are given appropriate advice and support.
- Work with **institutions** where there are risks of radicalisation.

9.4 Civil contingencies and local resilience

The Leicester, Leicestershire and Rutland Local Resilience Forum (chaired by the Chief Constable) was formed in 2005 in response to the Civil Contingencies Act 2004 (CCA). 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 the duties stated in the 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 the Chief Constable will ensure that Leicestershire Police work with the local resilience partners to meet the requirements under the CCA.

10. Commissioning Intentions

The Community Safety Fund is provided to support crime and disorder prevention and increase community safety. This fund provided by the Home Office is £1,649,000 for 2013/14. After 2013/14 the funding will be merged with the Policing Grant to become one pot of funding which will be utilised to achieve the objectives laid out in the Plan.

The total commissioning budget for the 4 years (to 2017/18) is an indicative £12.8m. I am anticipating that from October 2014 the funding for victims and witnesses will be transferred from the providers currently in receipt of Ministry of Justice victim and witness funding to all Police and Crime Commissioners. The amount of funding to provide services for victims and witnesses is currently unknown. The Ministry of Justice has indicated that PCCs will be informed of indicative values to be transferred in October 2013.

There remains uncertainty about future funding. However, it is my ambition to, as a minimum, maintain the size of the budget if overall funding allows and positive results from commissioning are evidenced.

I have made it clear that outcomes and not services will be commissioned. With this in mind, a commissioning framework has been created which, as it is used and developed, will ensure future commissioning decisions are focused on the achievement of clearly defined outcomes and targets. The commissioning framework has been designed to be an operational tool which strives to keep performance measurement processes as simple as possible.

The Commissioning Framework has taken the strategic priorities contained within the Police and Crime Plan and combined them into four Commissioning Themes. Each theme has its own Commissioning Plan and associated purchasing systems i.e. the mechanisms through which the PCC will allocate the funds within a specific process.

Effective commissioning involves looking creatively at the provider landscape. I am committed to ensuring the most effective interventions and ideas, whether large or small, have their value recognised and considered. I am particularly keen that third sector, charities, social enterprises, voluntary organisations and small business initiatives remain and grow as providers and form a fundamental part in the achievement of the Plan. The Framework has been prepared in collaboration and discussion with a range of partner organisations. Engagement with partners' current commissioning arrangements will be used wherever they are able to demonstrate they can deliver outcomes. I am particularly grateful to partners for their willingness to contribute to discussions around maximising limited resources.

I will continue to monitor progress for each commissioned activity against the proposed improved outcomes. A range of performance systems have been developed to support this. My Office will continue to work with partners and providers to develop a suite of performance indicators and measures that can be easily managed and reported on.

My commissioning intentions published in June 2013 describe the commissioning arrangements planned with the partnerships and strategic boards. These can be found on the PCC website at the following address: <http://www.leics.pcc.police.uk/Planning-and-Money/Commissioning.aspx>

11. The Financial Challenge

The financial challenge facing the public sector is well known. Leicestershire Police estimate they will have to save £20 million by 2016/17 and partners will be aiming to make similar substantial savings as they seek to do more for less in this period of austerity. Local government, partnerships and the third sector are all under pressure to save money and deliver an improved service. Both the OPCC and its partners will have to be smarter in the way outcomes are achieved. Considerable effort is required to protect and maintain front line service delivery.

It is important to focus on how outcomes can be achieved. Through collaboration and progressive initiatives such as troubled/supported families, resources can be maximised to great effect and extra support can be provided. I am committed to supporting partners in assessing the financial landscape and deciding how resources can be utilised to best effect and savings can be evidenced. I will support a partnership approach to meeting the financial challenges faced in my time in office.

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

In the current economic climate, with shrinking budgets and uncertainty about the level of future funding, every police service in the country is facing significant financial challenges. Leicestershire Police must ensure that they are well equipped to meet future challenges within available budgets. Cuts alone are no longer an option and there is a limit to how much can be achieved without compromising quality or safety. Therefore the police and the PCC are working towards a radical and transformed service within the finance and resources available.

You can read more about the plans for the Change Programme and the Medium Term Financial Strategy for Leicestershire Police in Appendix E 'Leicestershire Police – The Financial Challenge' available on the OPCC website: [hyperlink](#)



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APPENDIX A

Statutory Responsibilities of Partners

Revised Version: October 2013

Statutory Responsibilities of Partners

The Statutory Responsibilities of Leicestershire Strategic Partnership are defined in S17 (1) of the Crime and Disorder Act 1998;

'Without prejudice to any other obligation imposed on it, it shall be the duty of each authority to which this section applies to exercise its various functions with due regard to the likely effect of the exercise of those functions on, and the need to do all that it reasonably can to prevent, crime and disorder in its area.'

In order to ensure that these duties were met the Leicestershire Strategic Partnership was formed. The idea behind the Partnership is that no single agency can tackle crime and disorder.

Partners have a duty to do all that is reasonably possible in reducing and preventing crime and disorder in their area under further legislation:

- Violent Crime Reduction Act 2006
- Anti-Social Behaviour Act 2003
- Health Act 2006
- Clean Neighbourhoods and Environment Act 2005

In addition, there are some powers which Local Authorities share with the police such as:

- S1 Crime and Disorder Act 1998 – Power to obtain an Anti-Social Behaviour Order (ASBO);
- S19 Criminal Justice and Police Act 2001 – power to close premises used for the unauthorised sale of alcohol;
- Underage sales of alcohol, tobacco and knives.

Many partners also enforce other legislation linked to their regulatory functions.

Trading Standards

Local authorities have a duty to enforce a wide range of legislation with a view to:

- Protecting vulnerable adults from being ripped off by rogue businesses
- Protecting young people and children's health being harmed by tobacco and alcohol
- Protecting drivers and the public from being injured by unroadworthy cars
- Protecting reputable business trade from being undermined by illicit tobacco and alcohol

Licensing

Partners who act as a licensing authority under the Licensing Act 2003 must promote, in exercising this role, the prevention of crime and disorder.

Local authorities also act as the licensing authority for gambling (Gambling Act 2005), taxis (Local Government (Miscellaneous Provisions) Act 1976) and sexual entertainment venues (Local Government (Miscellaneous Provisions) Act 1982 as amended). These functions relate not only to the issuing of the relevant licences but also to enforcing the legislation.

Environment

Local authorities have responsibility for a variety of matters such as waste disposal, litter, contaminated land, stray dogs, fly posting and bins on streets. The relevant criminal offences for such matters are relatively low level but relieve police resources as they are dealt with by local authority officers.

Nuisance – S79 Environmental Protection Act 1990

The local authority has a duty to inspect its area for statutory nuisance which includes noise as well as investigate any complaints of the same.

Education

It is only a local authority which can prosecute for offences relating to a child's failure to attend school regularly.

Building Control and Planning

Local authorities can take action in respect of dangerous buildings that could be a target for criminal and anti-social behaviour. Action can also be taken as a planning authority in rectifying untidy sites, which can be locations for criminal activity.

The partners that form the Leicestershire Strategic Partnership are:

Blaby Local Strategic Partnership
Charnwood Together Local Strategic Partnership
Children and Young Persons' Services Board
Connexions, Leicestershire
ENABLE (Leicestershire Environmental Partnership)
Harborough Local Strategic Partnership
Hinckley and Bosworth Local Strategic Partnership
Job Centre Plus
Leicester City Council
Leicester, Leicestershire and Rutland Combined Fire Authority
Leicestershire and Leicester City Learning Partnership
Leicestershire Association of Parish and Local Councils
Leicestershire Chamber of Commerce and Business Link
Leicestershire County Council
Leicestershire Cultural Strategy Forum
Leicestershire Economic Partnership
Leicestershire Ethnic Minority Partnership
Leicestershire Learning and Skills Council
Leicestershire Rural Partnership
Melton Community Partnership
North West Leicestershire
Oadby and Wigston Local Strategic Partnership



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APPENDIX B

Positive Outcome Rate and Target Setting

Revised Version: October 2013

Positive Outcome Rate and Target Setting

Positive outcomes include the sanctioned detections but also take account of restorative and reparative outcomes (community resolutions), which are defined as: the resolution of a less serious offence or anti-social behaviour incident, where an offender has been identified, through informal agreement between the parties involved as opposed to progression through the traditional criminal justice process. A community resolution may be used with both youth and adult offenders.

A positive outcome can be one of the ten sanctioned detection outcomes or a restorative justice outcome. The measure of positive outcomes is made up from the number of positive outcomes recorded during the year (which can relate to crimes committed in any year) as a percentage of crimes recorded during the year.

It is important to note that community resolutions in respect of anti-social behaviour incidents will not count towards the positive outcomes calculation as this is based on the outcome disposals that are applied to recordable crimes. Anti-social behaviour incidents are not classified as recordable crimes under the National Crime Recording Standards (NCRS), but are categorised as incidents under the terms of the National Standards of Incident Recording (NSIR).

It was announced in late March 2013 that from April 2013 the Home Office have agreed to include community resolutions as a recognised and recordable outcome.

All targets are set using trend data, projected yearly figures and expected impact of the reduction targets against the current trends, taking account of the changes described above.

Target setting

All forces in England and Wales are subject to the same monitoring process by the Her Majesty's Inspectorate of Constabulary (HMIC). The process uses data analysis of various crime types looking at change over time, and differences between forces to identify forces that need formal attention by the HMIC. This monitoring process concentrates on victim based crime, and highlights forces who are currently 10% above the Most Similar Group (MSG) crime rate where crime levels are not reducing by at least 5%.

To calculate targets for the force, it is sensible to use the HMIC methodology as the basis of the work. Therefore it is recommended that the force strives to achieve at least a 5% reduction in recorded crime, across the priority crime types, and where the MSG average is better than that of the force, a reduction that will get the force to that position by the end of the year needs to be assessed. If this is deemed to be unrealistic due to a significantly large reduction being needed, this would be addressed over two or three years as appropriate, with an end of year performance target being set as a milestone to this longer term aim.

Setting the target against the MSG average means that recent trends for the MSG needs to be assessed, and extrapolated to provide an estimate as to what level the MSG average at the end of 2013/14 will be. The Home Office recalculated all Force MSG's in light of the Census 2011 data becoming available. These new MSG structures were released to forces in August 2013.

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In terms of the crime outcome rate, this will again use the MSG average figure to highlight an expected level by the end of 2013/14. Past performance will also be used as a guide to ensure that any target set will be challenging but achievable.



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APPENDIX C

Police and Crime Plan Data Sources

Revised Version: October 2013

Police and Crime Plan Data 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. These showed those matters most important to our communities through which our priorities (and the budget) are 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, that 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 factors all impact on crime and disorder and confirm the links and interplay between the strategic objectives of the police and those of our partners. The relationships between partners and the police will be key in the commissioning process and will help ensure that monies are allocated against our shared priorities in a controlled, accountable and focussed way.

Victim Survey data

This looks at the views of people have been victims of crime and reported the crime to Leicestershire Police. I have used this data to determine satisfaction and confidence targets for the coming year.

Business Survey

A business survey is carried out to enable me to more fully understand the impact of crime on the businesses and business owners. This information has been 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 communications received so far. I believe that listening to the people of Leicester, Leicestershire and Rutland will help me

develop and sustain a more realistic picture of the issues that affect local people. My office is developing a strategic engagement plan which will enable people to share their views and concerns with me.



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APPENDIX D

Strategic Priorities, Targets and Outcomes

Revised Version: October 2013

The Policing and Partnership Priorities - Summary of Priorities and Expected Outcomes

Reducing Offending and Reoffending		
No.	Strategic Priority	How this will be measured
1.	Preventing and diverting young people from offending	<ul style="list-style-type: none"> Reduction in the number of 10-17 year olds entering the Criminal Justice System for the first time and receiving community resolutions, youth caution and youth conditional cautions.
2.	Reducing reoffending amongst young people and adults	<ul style="list-style-type: none"> Reduction in offending by those 18-24 years old Reduction in reoffending by 18-24 year olds
3.	Reducing alcohol and drug related offending and reoffending	<ul style="list-style-type: none"> Increase in the number of successful of drug and alcohol treatment completions Reduction in the number of re-entry into structured treatment within 6 months of successful completion Reduction in reoffending rates amongst those offenders within criminal justice treatment Reduction in the number of incidents recorded in or near licensed premises during the night-time economy hours of 7pm to 7am An assessment and evaluation of the use of late night levy options through partners with a view to implementation
4.	Reducing crime and ASB caused by families in a troubled/supported families programme	<ul style="list-style-type: none"> Reduction in reoffending within families engaged in a troubled/supported family programme Reduction in recorded ASB committed by families engaged in a troubled/supported families programme
Supporting Victims and Witnesses		
No.	Strategic Priority	How this will be measured
5.	To increase reporting of domestic abuse and ensure a positive outcome for victims and witnesses of domestic abuse	<ul style="list-style-type: none"> 50% Domestic Abuse with Injury crime outcome rate 90% Satisfaction rate
6.	To increase reporting of serious sexual offences and ensure a	Under review in line with IPCC and HMIC guidance

	positive outcome for victims and witnesses of serious sexual offences	
7.	To increase reporting of hate crimes and ensure a positive outcome for victims and witnesses of hate crime offences	<ul style="list-style-type: none"> • 55% Crime outcome rate • 88% Satisfaction rate
8.	To prevent anti-social behaviour (ASB) and to continuously improve the quality of service and response to victims of anti-social behaviour	<ul style="list-style-type: none"> • 85% Satisfaction rate
9.	To continually improve the quality of service and response to victims of crime	<ul style="list-style-type: none"> • 85% 'all user' Satisfaction rate • 1% increase to this target, year on year, to achieve an overall satisfaction rate of 88% by the end of 2016
Making Communities and Neighbourhoods Safer		
No.	Strategic Priority	How this will be measured
10.	To continuously improve the police service to the communities of Leicester, Leicestershire and Rutland	<ul style="list-style-type: none"> • 75% Confidence rate in the Community Based Survey that the 'police are doing a good job'
11.	To reduce all crime	<ul style="list-style-type: none"> • 5% Reduction in all crime
12.	To reduce domestic burglary and ensure a positive outcome for victims of burglary offences	<ul style="list-style-type: none"> • 13% Reduction in burglary • 25% Crime outcome rate • 90% Satisfaction
13.	To reduce violence against the person – with injury and ensure a positive outcome for victims of violent crime – with injury offences	<ul style="list-style-type: none"> • 2% Reduction in violence against the person with injury offences • 50% Crime outcome rate • 82% Satisfaction with service for victims of violent crime with injury
14.	To reduce vehicle crime and ensure a positive outcome for victims	<p>Theft from Motor Vehicle</p> <ul style="list-style-type: none"> • 14% Reduction in theft from motor vehicle • 9% Crime outcome rate • 85% Satisfaction rate <p>Theft of Motor Vehicle</p> <ul style="list-style-type: none"> • 10% Reduction in theft of motor vehicle • 23% Crime outcome rate • 85% Satisfaction rate
Protecting the Vulnerable		
No.	Strategic Priority	How this will be measured
15.	To prevent child abuse and child sexual exploitation (CSE) and provide a safe and supportive environment for victims and	Partners have agreed to work together to agree the most robust and victim focused performance measures. Performance indicators will be

	witnesses	published in January 2014.
16.	Improving the response, service and outcomes for those with mental health needs	<p>By December 2013:</p> <ul style="list-style-type: none"> • Key stakeholders to complete a review the identified partnership priority areas so to facilitate evidence based planning. • To develop a programme of joint working between key stakeholders further to the above review and findings around the partnership priority areas. • Agree a broader set of specific outcomes and measures for all key stakeholders
17.	To reduce the number of repeat missing person reports	<ul style="list-style-type: none"> • Reduction in number of missing reports • Reduction in police time and cost spent dealing with missing persons • Reduction in reports received from the nine key locations
The Financial Challenge		
No.	Strategic Priority	How this will be measured
18.	With staff and partners, transform the way we protect our communities and deliver over £20m in revenue savings by 2016	<ul style="list-style-type: none"> • 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 • Implementation of options approved through the Leicestershire Police Change Board.



**POLICE & CRIME
COMMISSIONER**
for Leicestershire

Your voice in Leicester,
Leicestershire & Rutland

DRAFT version 2

**The Police and Crime Plan
for
Leicester, Leicestershire and Rutland
2013 – 2017**

APPENDIX E

The Financial Challenge

Revised Version: October 2013

The Financial Challenge

The financial challenge in Leicestershire is much wider than that faced only by the police service. Leicestershire Police estimate they will have to save £20m (million) by 2016/17 and partners will be aiming to make similar substantial savings as they seek to do more for less in this period of austerity. Local Government, partnerships and the third sector are all under pressure to save money and deliver an improved service, with each organisation having their own priorities to deliver on. Both the police and its partners will have to be smarter in the way outcomes are achieved in an environment of less available resources.

Partners and organisations are facing significant reductions in core funding alongside the financial pressures of the economy. This is not simply internal but faces the financial health and wellbeing of the community who look to organisations for support. Organisations and partners will be examining their finances closely to reduce the impact of these reductions on front line services.

It is important to focus on how outcomes can be achieved. Through collaboration and progressive initiatives such as Troubled Families, resources can be maximised to great effect and extra support can be provided. I am committed to supporting partners in assessing the financial landscape and deciding how resources can be utilised to best effect and savings can be evidenced. I will support a partnership approach to meeting the financial challenges faced in my time in office.

Setting the police budget

As PCC I am responsible for setting the annual budget including the amount allocated to the Chief Constable to provide policing and 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 48pence a day and represents very good value for money when compared to other police areas. Nevertheless, I will be striving to contain future increases in this amount recognising the pressures households feel during these difficult financial times.

Like other public services, Leicestershire Police face unprecedented budgetary 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 2015/16. In addition, the Spending Review (SR) 2013 has reinforced the ongoing austerity regime. Further pressure is placed on the budget of Leicestershire Police as the national funding formula is not fully, or equally, applied across the 43 forces in the United Kingdom. The net effect of this is that Leicestershire Police receives approximately £4m per annum less than would be expected were the funding formula applied fully.

As a consequence Leicestershire Police is projecting a funding gap growing into approximately £20m by 2016/17. A number of options to close the gap and reduce the spending requirement are already being developed. These are described in later sections.

The budget for 2013/14 was set to meet the current policing requirement and the priorities set out in this plan without increasing the council tax for police purposes. This plan sets out priorities which the Chief Constable has agreed are both realistic

and affordable, over the period to 2016/17 taking account of the Change Programme described below.

Leicestershire Police Change Programme 2013-17 – A summary

In the current economic climate, with shrinking budgets and uncertainty about the level of future funding, every police service in the country is facing significant financial challenges. Leicestershire is no different, and as a police service needs to ensure that they are well equipped to meet future challenges within available budgets. Cuts alone are no longer an option and there is a limit to how much can be achieved without damaging quality or safety. Leicestershire Police are working towards a radical and transformed service within the finance and resources available.

Through the two years to the end of March 2013, Leicestershire Police reduced its required budget by over £23m. This was achieved by reorganising its policing arrangements and by reducing management and administrative costs. It also included considerable work with other police services either to collaborate or to share services at a regional level. Leicestershire Police sought opportunities to reduce the number of officers performing roles where no warranted powers are required; this initiative continues.

Strategic Priority 18: The financial challenge

The 'Leicestershire Police Strategy for Change' sets out the following strategic objective:

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

From this the strategic priorities below have been set:

- 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.
- Implementation of options approved through the Leicestershire Police Change Board.

Vision for a transformed police service

Initial work and analysis has led to the development of a vision for a transformed police service in 2016/17. The vision is designed to be radical, challenging and one that will deliver the policing priorities of the Police and Crime Plan within the resources available.

Each significant element of policing considered within this plan is described in terms of this vision and how it will 'look and feel' for staff and our communities.

To ensure that the plans take into account what Leicestershire Police can reasonably predict around future demand and policing context, a PESTELO (Political, Economic, Social, Technological, Environmental, Legal, and Organisational) analysis has been

completed. This analysis gives an indication around the potential to utilise new technologies to manage future demand. It also indicated the budgetary pressures facing the police and partners which are likely to lead to greater opportunity for more collaborative working.

New types of crime and methods of criminality are likely to develop, reflecting technological advances. There is a need to be flexible enough to reflect these advances and find proactive ways to meet the changes in demand.

To ensure that the benefits of a transformed service are realised, various work streams will need to be developed and implemented in an effective manner.

The transformed police service will feel different, as well as look different, and will police in a different way. This will require significant cultural changes to ensure that it is possible to deliver this new way of policing. Our partners and communities will need to be engaged to ensure that they are sighted on the proposed changes. Sufficient time will be required to ensure that the work underpinning the transformational change is completed and embedded so that the programme can effectively deliver against the objectives in the Police and Crime Plan.

The purpose of the service will continue to be 'Our Duty – Protecting our Communities'.

The vision is the Chief Constable operationally leading a smaller police service that utilises police officers only in roles that require warranted powers or specific expertise. A programme of workforce modernisation will see police staff completing certain duties that have historically been undertaken by police officers. There will be a greater level of omni-competent officers and staff with less pure specialists, working within a reduced number of teams, units and sections.

The service will remain committed to local policing, and will focus on dealing with issues at their source through a proactive and preventative approach. There will be a smaller local footprint with resourcing based on threat and risk, supported by increased accessibility to policing through technology and social media.

There will be more remote working with fewer large police stations and more small bases, some within partners' buildings. An effective mobile IT platform will support an increasingly flexible workforce. Greater use of e-business and other technologies will empower communities to access services in a different way, and the efficient use of prioritisation of incoming calls and tasks within the contact management centre will lead to decreased attended calls for service. Staff will be empowered to make decisions based on common sense, free from unnecessary bureaucracy. Continuous improvement will be embedded within processes and strive to drive out inefficiencies and deliver a better service. Business partnering and outsourcing will be utilised where it is sensible to do so, and further collaboration opportunities will see many functions provided at regional or sub regional level.

The current financial situation

By its very nature the Medium Term Financial Plan varies as new information comes to light. The figures contained within the overall Change Programme beyond the current financial year are estimates based on the best information available; which is currently the SR 2013. The Programme recognises that, given the varying nature of financial plans in the current climate, the need to focus on the strategic objective

rather than a specific financial target remains relevant. The financial target serves to illustrate the scale of the challenge.

It is anticipated, based upon the current estimates that the residual funding gap will be £4.4m for 2014/15 leading to a total residual funding gap of £19.9m for 2016/17. The available budget equalisation reserve estimate is £10.3m. This reserve will primarily be utilised to support the transition to the transformed service, through for example, investing in new technology and training.

Background to the Change Programme

Leicestershire Police started its programme of savings in the summer of 2009 in anticipation of the financial challenges.

The initial phase of the Change Programme, (summer 2009 to March 2011) realised over £15m of savings. The second phase completed in April 2012 delivered a further £8m of savings.

During these phases the service changed to a Basic Command Unit and Directorate model and much of the saving was achieved through reduction of support functions. This was then followed by improvements to the existing structure of the organisation.

Positive feedback was received from external scrutiny about those phases of the Change Programme and lessons were learnt to improve future phases. These included the need to involve staff and local managers earlier and more deeply in preparing for change, and being more open about planned changes.

This learning has been incorporated into the planning for phase three.

HMIC value for money (VfM) profiles at the end of the earlier phases of the Change Programme point to a number of areas for review:

- Spend on police officers per head of population is considerably greater than the average force in our most similar group of forces.
- Leicestershire Police is considerably below the national average in overall expenditure on support functions, ranking 4th lowest nationally.
- Leicestershire Police spends considerably less than the average force nationally on 'non staff costs', ranking in the lower quartile of national forces.

Strategy for transformational change

In the autumn of 2012 the strategy for change was agreed. The strategy sets out how the service will deliver the required transformational change. It includes:

- Force Change Projects – a programme of projects designed to deliver new working methods, new structures and improved processes, creating a transformed service.
- Cultural Change – utilising programmes to skill and equip people in terms of their personal effectiveness as agents of change. This is supported by

innovative IT projects. It requires the continual involvement and engagement of staff throughout the change programme.

- Continuous Improvement Programme – working with managers and staff to embed a culture of continuous improvement through use of a variety of tools and methodologies. This will help to improve efficiency, reduce hidden demand, and more effectively manage future demands on the organisation.

The plan works within the ‘ten parameters for change’ set out by chief officers in 2012. These include seeking to remove unnecessary boundaries created by the way in which the force works, and considering a force wide response, in a more flexible and responsive manner.

Delivering cultural change is central to the success of the programme. The preparation and delivery of options for change through recognised project methodology is the foundation of the plan, whilst cultural change and continuous improvement are a golden thread running through all of this work.

Transformational change can only be achieved through cultural change, which in essence means changing the norms and expectations of the way objectives are achieved. This is a considerable challenge, but officers and staff are being provided with education and skills to understand the part that they can play in delivering these changes. This is being delivered through investment in staff, in particular first line supervisors, who are critical to the delivery of the changes.

Developing a culture where ideas and suggestions are welcomed and encouraged, where staff are involved in shaping the future via focus groups and investment in them is already producing positive results. An example of this is the innovative idea for an in-house IT platform to avoid multiple entries of information and hence freeing up officer and staff time.

The Continuous Improvement Team, as a part of the wider Change Team, works with business areas to identify issues, diagnose causes and look for solutions. Since December 2011 over 50 continuous improvement projects have been completed and as a result examples of improved service and performance through more efficient processes.

The delivery of genuine sustainable cultural change and the use of continuous improvement are key components of the Change Programme going forward.

Delivering transformational change

The delivery of transformational change will require a new way of thinking. A number of opportunities have been identified to drive through real transformative change through innovation and radical changes to work practices.

A summary of these opportunities is provided below:

Research indicates that much of the demand on teams is not through the traditional work streams of victims, witnesses, communities and partners but from the administrative requirements of the organisation. By better understanding this demand elimination of wasteful, non-value adding activity will increase efficiency.

Research indicates that a proportion of demand can be transferred by transferring contact to lower cost channels and reducing avoidable contact. This has been effectively utilised by the NHS in the NHS Direct system. Utilising these principles calls can be managed through telephone resolution, diarised appointments and more effective triage calls. This will ensure the right response is given first time and ensure on line access to services is maximised. As well as realising savings this will enhance choice and convenience for the public.

There are a number of examples where commissioning can be utilised to create efficiencies through partnership collaboration. Some of these include; integrated offender management, comprehensive referral desk, drug testing in custody suites, response to missing person issues at known high risk locations and management of incidents at night time economy hot spots. There is real opportunity for positive commissioning to significantly reduce demand on police resources, and for the tactical delivery of some of these areas such as targeted work with families with complex needs, and work with high risk first time entrants into the criminal justice system. Such interventions will address the key themes of the Police and Crime Plan.

Improved collaborative working with partners will assist in better managing demand. Success has already been seen, for example, with work in creating a mental health 'triage' car which provides an enhanced service to vulnerable people while helping officers make decisions based on clinical need at the earliest opportunity. This has been highlighted as best practice nationally.

The work on the Change Programme will be closely linked to the Reducing Bureaucracy Programme to ensure work is free of unnecessary bureaucratic burdens. One notable element of this work is the planning towards a 'data centre concept' which could realise savings by offering a far more efficient IT system, avoiding 'double keying' and providing a true 'work anywhere' solution.

Strategies aim to further embed and deploy police support volunteers and the Special Constabulary to increase the capacity and capability of Leicestershire Police.

Future business partnering options are being scoped and assessed, in line with the options for change being considered. Many distinct areas of business are already outsourced, especially in support functions.

Significant collaboration is underway within the region and these arrangements now provide significant proportions of support services and specialist operations for the force. This has enabled increased capability and capacity at reduced cost. Collaborative arrangements are being actively developed in a number of areas which are intended to realise future savings and improve capability.

The future - The 2017 policing model

The proposed model for policing will deliver the Chief Constable's vision for transformational change by creating a smaller, more active police service focussed on the prevention of crime and the protection of our communities and individuals. Officers and staff will remain within local communities operating from smaller bases (often with partners) and deployed according to threat and risk, supported by an effective mobile ICT platform.

The proposed model is based on the situation as it is known today, and expected to be deliverable within projected future funding levels. It is however, scalable to allow further savings as more efficient working practices transform service delivery.

At the heart of this new model is the effective identification of threat and risk and the deployment of resources to mitigate that risk. One of the key elements of this will be the aligning of intelligence with Contact Management and Control Room functions, so that the initial assessment of calls for service is accessed against real time intelligence and threat, risk and harm triage. This will complement a professionalised Contact Management Department, effectively triaging calls for service.

Local policing will continue to be responsible for keeping our communities safe, delivering a service driven by intelligence and focused on threat, risk and harm. It will achieve this by the removal of boundaries with consequential streamlining of management and support costs. There will be the creation of smaller neighbourhood based units to promote greater operational flexibility. Resources will be aligned based on threat, risk and harm, prioritising local crime investigation against individuals who pose the greatest threat and risk. This will be supported by modernisation, making greater use of investigative support assistants. With partners information will be communicated and promote visible policing activity through the development of shared services and the use of social media.

Corporate functions will be responsible for promoting innovation and creativity to deliver the infrastructure, processes, systems and functions that support the operating model. This will be supported by a Change Team, responsible for the delivery of the Change Programme and transformational change needed to deliver the required revenue savings.

How this will be achieved

The transformed service has been described but the journey to get there is complex. Each of the individual proposals to reduce costs has also been assessed in terms of its coherence with other proposals, when it can be implemented effectively and the investment required delivering it. Much depends on the amount of transformational work required in order to deliver the change and the investment of time and cost required.

Phase 1

The financial year commencing April 2014 is when the first cost reductions of £4.4m need to be achieved. The proposed savings for this year are made up of:

- Non-staff savings £1.5m
- Modernisation £0.63m
- Police staff reductions £1.14m
- Police officer reduction £1.10m

In order to achieve these reductions, the police officer establishment will reduce slightly but will still provide enough officers to support the model through a limited use of the budget equalisation reserve; £0.23m. Police staff numbers overall will reduce slightly.

Phase 2

By April 2016 cost reductions of £8.6m must be realised. The additional £4.2m for this year are proposed to be made up of:

- Non-staff savings £0.9m
- Modernisation £1.07m
- Police staff and officer reductions £1.81m

- Temporary use of the budget equalisation reserve £0.42m

The police officer reduction in establishment will be more impactful in this year based on the number of leavers expected; at one point it is estimated that the establishment will fall below the numbers required to make savings. This will be closely monitored to try to ensure, where possible, the actual establishment matches the numbers required to deliver savings and the service.

Phase 3

By April 2017 a cost reduction of £19.9m will need to have been achieved. The proposals from the Change Programme outline the potential for £23m reduction. This means there will be some flexibility within proposals in order to achieve the savings required and to shape the service needed to deliver the Police and Crime Plan. During this year a transformed service will start to take shape and significant changes will have been delivered. It is anticipated that most changes will have most impact in this year even if they commenced in earlier phases:

- Non-staff savings £0.423m
- Police staff reduction £2.0m
- Police officer and supervisory reduction £12.37m

Due to the projected profile of police officer leavers being slower than that required to arrive at the redesign policing model, some £4.1m may be drawn from the budget equalisation reserve in 2016/17.

Robustness of the Change Programme

The programme has been carefully created so as to fulfil a vision of a force fit for 2016/17 that will deliver the Police and Crime Plan within the resources available. Many system, process and people changes need to be implemented in a rigorous manner to ensure success. Given that the current programme has the potential to deliver £23.3m against the £19.9m required and use £2.56m of reserves against the £10m available, there is tolerance in the programme for elements to be adjusted as business cases are further developed.

With the change team in place and lessons learned from earlier phases of the programme there is confidence that the Change Programme will deliver an effective and efficient organisation capable of delivering on the priorities with the resources available for the people of Leicester, Leicestershire and Rutland