

POLICE AND CRIME COMMISSIONER FOR LEICESTERSHIRE POLICE & CRIME PANEL

PAPER MARKED

Report of	POLICE & CRIME COMMISSIONER
Date	FRIDAY 13 DECEMBER 2013 - 2.00PM
Subject	POLICE AND CRIME COMMISSIONER FIRST YEAR IN OFFICE
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Purpose of Report

1. To update the Police and Crime Panel on some of the key achievements and activities undertaken by Sir Clive Loader in his role as Police and Crime Commissioner (PCC) during his first year in office.

Recommendation

2. That the Panel notes some of the key achievements and activities undertaken by the Police and Crime Commissioner during his first year.

Building A Firm Foundation

3. During the first year the Office of the Police and Crime Commissioner (OPCC) has been established to support Sir Clive Loader in his role as Police and Crime Commissioner and effectively manage the requirements associated with delivering the Police and Crime Plan and Commissioning Intentions. As the Police and Crime Commissioner role and responsibilities is wide ranging and is under the remit of one person, the Office has been developed to provide both general support (Governance Support) and more specialist support (in the context of Commissioning, Finance, Planning and Performance).
4. The PCC has spent time establishing and developing close working relationships with key stakeholders including the Chief Constable and his team – and through them with the broader Force as a whole, bringing together partners and establishing a working, honest and professional relationship with the Police and Crime Panel.
5. The PCC has actively engaged with Partners and has worked to embed the new governance and working arrangements for the Strategic Partnership Board and its reporting mechanisms.
6. During the early part of the year the Police and Crime Plan was issued which set out key performance targets and was informed by consultation and engagement to ensure that emerging concerns were captured. The Plan was further refreshed during the year to take on board lessons learned, what people and communities have said, emerging threats, and new financial challenges, providing a more robust plan with stronger

themes and partner priorities. A Police and Crime Plan Steering group made up of partners was pivotal in this process.

7. The PCC has established clear governance structures to hold the Chief Constable to account in delivering the Police and Crime Plan and ensuring an efficient and effective Police Service where resources are focussed, configured and used in such a way as to provide the best value for money. These structures include a scheduled weekly 1-2-1 meeting with the Chief Constable and a Strategic Assurance Board attended by the Chief Officer Team and the OPCC Senior Management Team.
8. Following the initial issue of the Police and Crime Plan, the PCC's Commissioning intentions document was published in June of this year. This is currently being refreshed and is out to consultation (closes on 6 December 2013), with the aim of re-issuing in January 2014. It is of note that the Leicestershire OPCC was one of the first in the country to do this, meaning earlier commissioning of projects and valuable outcomes for the public also delivered earlier.
9. The PCC approved a Corporate Scheme of Governance on 6 December 2012; since when the Scheme has been reviewed, following consultation with partners, auditors, the Joint Audit, Risk and Assurance Panel and the Police and Crime Panel and a revised Scheme was approved in June 2013. The review ensured that the Scheme was robust and fully compliant with all aspects of legislation and other guidance. The Scheme is an essential document for the sound governance of both the Office of Police and Crime Commissioner, the Office of Chief Constable and the relationship between the two. The Scheme will be further reviewed to take into account changes as a result of the Stage 2 Transfer in April 2014.
10. The PCC approved a whistleblowing procedure that allows personnel, who have serious concerns about any aspect of their work, to be able to come forward and voice those concerns.

Further Key Achievements during the first year

11. The Police and Crime Plan highlighted the financial challenges ahead where the budget (currently £174M) will reduce by a further £20M by the end of 2016/17. As detailed in the financial update paper tabled elsewhere on the agenda, the Force was set a challenge of developing a change programme to address the funding gap identified.
12. In June, the Force presented its change plan to the Police and Crime Commissioner which provided a comprehensive suite of change options, targeted to balance the budget and to ensure a Force that is fit for 2016/17 and beyond which is sustainable financially and in operational delivery. The Force Change team co-ordinates and manages the change plan and governance is provided by the Change Board with representation across the Force.
13. The OPCC is represented on the Change Board by the Chief Executive and Chief Finance Officer. Regular reports are also received by the Strategic Assurance Board (a forum where the Police and Crime Commissioner holds the Chief Constable to account).
14. The outcome of the change programme will result in a smaller, leaner force (although still a recruiting force) working closer with partners and communities to deliver an effective policing service. The police service will feel different, as well as look different, and will police in a different way. This will be achieved by utilising 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 fewer pure specialists, working within a reduced number of teams, units and sections. There will be less bureaucracy, increased use of mobile IT and less reliance on old fashioned, expensive to run infrastructure.

15. Listening to the views of local people and organisations has been a high priority for the Commissioner and Sir Clive has completed a total of 150 engagements during his first year in office. These are broken down as: 50 Community meetings, 43 Strategic meetings, 22 Operational, 22 Tactical, 5 Political, and 3 Civic engagements. In addition, the PCC has attended key local strategic meetings which have included (but not limited to) the Safer Leicester Partnership, Safer Rutland Partnership and Community Safety Partnerships.
16. In his 2013/14 funding allocation, the PCC identified the sum of £3.249M for commissioning which is included in the overall budget requirement of £173.466M. The commissioning budget has been allocated or is set aside for allocation across a number of different mechanisms as follows:
 - a. **Direct Commissioning** – where the PCC directly tenders or procures outcomes; £1.075m was set aside for this;
 - b. **Co-Commissioning with existing Commissioners** under a “Contract” – i.e. £1.132m was set aside for existing Commissioners to commission outcomes on the PCC’s behalf under a contract;
 - c. **Co-Commissioning with Community Safety Partnerships** at City, County, Rutland and District level under a contract based on business cases presented and agreed and £518k was set aside for this provision;
 - d. **Issuing funds via a new PCC Grant**, £100k was set aside inviting any provider or providers to submit applications against a set of outcome criteria;
 - e. **Awarding money via a new Innovation Fund**, £50k was set aside to be awarded to organisations who bid successfully to do new and inspiring things which will contribute to reducing crime and anti-social behaviour;
 - f. **Allocating via the BCU Fund** – this is a continuation of the previous model whereby the BCU Commanders have been awarded £100k for each BCU (£200k in total) to use flexibly to meet local need/demand.

In 2013/14 £0.175m allocation was made for commissioning arrangements with established local partners and voluntary sector providers.

17. Leicestershire is at the forefront of Youth Commissioning, which is supported by a charitable organisation, the SHM Foundation, to bring together the views of at least 2,000 young people across Leicester, Leicestershire and Rutland to inform and shape policy regarding how young people are able to feel safer and perceived by the police. During 2013/14, the PCC invested £15k to prioritise this important area of work which will continue to be developed and taken forward after the Youth Commission Conference on 17 December 2013. The specific areas being addressed are: alcohol and drugs; gun and knife crime; hate crime; offending and reoffending; antisocial behaviour and, finally, relationships with the police.
18. Very recently, the PCC actively worked with Leicestershire Police to launch Operation Tiger to tackle those people or groups who cause most harm in our communities by committing crimes which have a particularly harmful effect on their victims, including

drug dealing and burglary. The impact of this initiative on performance and other key aspects will be reviewed with the Force as the initiative progresses in 2014.

19. The PCC undertakes the role of Chair of the East Midlands Regional Collaboration Board and earlier this year, together with other PCC's in the region, commissioned HMIC to undertake a review of collaboration arrangements. The HMIC report, entitled *Working Together: A review of the police collaboration arrangements across the East Midlands* was published on 12 November 2013 and outlined how the police in the East Midlands' region had taken the right steps to deliver benefits to the public in terms of cost savings and protective capacity. This report contained a number of recommendations and the report and the regional response to the recommendations are being considered by the PCCs in the region at their meeting on the 18 December 2013. The PCC has stated his intention to achieve further benefits through collaboration, and to deepen relationships between forces and partners.
20. The PCC supported a funding bid by the force for a trial of body-worn video cameras to allow officers arriving on the scene of suspected domestic abuse incidents to collect the best evidence on behalf of vulnerable victims. The results will be reviewed at the end of the trial period, but already it is clear that this is likely to be an area for increased investment.
21. The PCC also supported regional collaboration work to provide a new model for fraud and financial investigation which will realise a reduction in operating costs over the next two years whilst delivering a streamlined service that is fit for purpose
22. The Independent Custody Visiting Scheme, which was awarded the 'Investors in Volunteers' national accreditation in October 2012, continues to provide reassurance on the conditions under which people are held in police custody, and confirmation that their rights and entitlements are being provided. During the first year in Office, the Commissioner's team have coordinated 161 custody visits (December 2012 to November 2013) across the three main custody suites. An annual report on the Scheme, for wider public consumption, will be produced and published following the end of the financial year.
23. Following the initial Stage 1 transfer of assets (which included staff and physical assets) between the former Police Authority and the PCC, the PCC has been required to submit a proposed transfer scheme for Stage 2 to the Home Secretary. Feedback on the proposals is currently awaited. The PCC's proposals advocate (in line with the spirit of the Police Reform and Social Responsibility act legislation) a maximum transfer to the Office of the Chief Constable.

Conclusion

24. This report outlines the activities undertaken to build firm foundations which have been established to enable the PCC to work effectively in ensuring the delivery of the strategic direction and policing priorities detailed within the Police and Crime Plan.
25. This report also seeks to highlight for the Police and Crime Panel some of the key achievements during the first year.
26. An annual report will be drafted and published for 2013/14 at the end of the financial year in line with requirements.
27. Some significant areas of work have also been identified to take forward during 2014 which includes the funding streams and commissioning priorities for Victims, Witnesses and Restorative Justice which will transfer to the PCC in October 2014;

taking forward the refreshed Commissioning Framework to achieve the outcomes identified in the Police and Crime Plan and delivering on the Regional agenda.

Implications

Financial – This report is an update for the Police and Crime Panel to note and there are no financial implications identified.

Legal - There are no legal implications identified.

Equality - The Police and Crime Plan and the Commissioning Intentions document
Impact and supporting documents have been Equality impact assessed.
Assessment

Risks and - No risks have been identified.
Impact
Link to
Police and
Crime Plan

List of Appendices

None

Background Papers

None

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