

# Police and Crime Plan 2013 - 2017

## Executive Summary

# Putting you at the heart of policing

Your voice in Leicester, Leicestershire and Rutland



**POLICE & CRIME  
COMMISSIONER**  
for Leicestershire

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Your voice in Leicester,  
Leicestershire & Rutland

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# Executive Summary



This Police and Crime 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.

The two key strands that were considered in the development of this plan are:

1. Setting the strategic direction and accountability for policing and partnerships; and
2. Contributing to resourcing of policing response to regional and national threats.



## Setting the strategic direction and accountability for policing and partnerships

In my manifesto I made clear the issues and priorities that would enable police and partners to drive down crime. These priorities are 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

Strategic priorities set out in each of the themes are based on comprehensive research and analysis provided by police and partners and also commissioned on my behalf. Details of these data sources are described in 'Police and Crime Plan Data Sources' available on the Office of the Police and Crime Commissioner (OPCC) website: <http://bit.ly/16xT7ai>

I have conducted community consultation and engagement to make sure that emerging concerns are captured and inform the Plan.

The Plan accepts that levels of crime and anti-social behaviour change throughout the year and are dependent 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).

The core values of **selflessness, integrity, objectivity, accountability, openness, honesty** and **leadership** will shape the way in which I will act, make decisions, deploy resources, invest public money and engage with the Chief Constable and key partners for the purpose of ensuring the achievement of this Police and Crime Plan.

The statutory responsibilities and goodwill of all our partners enables this Plan to be delivered. The core responsibilities held by partners are detailed in 'The Statutory Responsibilities of Partners' document available on the OPCC website: <http://bit.ly/HhbLgN>

The confidence and trust of victims and witnesses to seek the help of the police, and their experiences when they do so, is a golden thread throughout this Plan.

I have purposely chosen measures of success that are meaningful and transparent, so performance is not restricted to achievement against targets on crime or disorder reduction, but more specifically on meeting the needs of victims. The methodology used to set the targets is detailed in 'The Positive Outcome Rate and Target Setting' document available on the OPCC website: <http://bit.ly/1adN8K6>

I will hold routine and regular local meetings throughout my term of office so that I can listen to the concerns of local residents and address their priorities.



### **Contributing to regional and national threats**

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 in Summer 2011.

This Plan sets out how Leicestershire Police will deliver the Strategic Policing Requirement (SPR), which includes:

- Responding to public protest and policing large events
- Serious and organised crime
- Counter terrorism
- Civil contingencies and local resilience

I will work with the Chief Constable alongside local and regional partners to ensure robust management and response to these threats.



## Commissioning

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 I will allocate the funds within a specific process.

I will continue to monitor progress for each commissioned activity against the proposed improved outcomes, a range of performance approaches has been developed to support this. The OPCC 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.

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: [www.leics.pcc.police.uk/Document-Library/Planning-and-Money/Commissioning/CommissioningIntentionsFull.pdf](http://www.leics.pcc.police.uk/Document-Library/Planning-and-Money/Commissioning/CommissioningIntentionsFull.pdf)



## 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 £20million 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 the Plan within the resources available;
- Evidence-based business cases for change, developed from and based on current project mandates and options under consideration; and
- Implementation of options approved through the Leicestershire Police Change Board.

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.

You can read more about the Change Programme and the Medium Term Financial Strategy in 'Leicestershire Police - The Financial Challenge' document available on the OPCC website: <http://bit.ly/1akLGHM>



## Summary of Priorities

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 summary of the strategic priorities follows:

## 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"> <li>• Reduction in the number of 10-17 year olds entering the criminal justice system for the first time and receiving community resolutions, youth cautions and youth conditional cautions</li> </ul>  |
| 2   | Reducing reoffending amongst young people and adults   | <ul style="list-style-type: none"> <li>• Reduction in offending by 18-24 year olds</li> <li>• Reduction in re-offending by 18-24 year olds</li> </ul>  |
| 3   | Reducing alcohol and drug related offending and reoffending  | <ul style="list-style-type: none"> <li>• Increase in the number of successful drug and alcohol treatment completions</li> <li>• Reduction in the number of re-entry into structured treatment within six months of successful completion</li> <li>• Reduction in reoffending rates amongst offenders within a criminal justice treatment programme</li> <li>• Reduction in the number of incidents recorded in or near licensed premises during the night-time economy hours of 7pm to 7am</li> <li>• An assessment and evaluation of the use of late night levy options through partners with a view to implementation</li> </ul> |
| 4   | Reducing crime and Anti-social behaviour (ASB) caused by families in a Troubled/Supported families programme | <ul style="list-style-type: none"> <li>• Reduction in re-offending within families engaged in a Troubled/Supported family programme</li> <li>• Reduction in recorded ASB committed by families engaged in a Troubled/Supported families programme</li> </ul>   |

## 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"> <li>• 50% Domestic abuse with injury crime outcome rate (please refer to Appendix B: <a href="http://bit.ly/1adN8K6">http://bit.ly/1adN8K6</a>)</li> <li>• 90% Satisfaction rate</li> </ul> |
| 6   | To increase reporting of serious sexual offences and ensure a positive outcome for victims and witnesses of serious sexual offences | Under review in line with Independent Police Complaints Commission (IPCC) and Her Majesty's Inspectorate of Constabulary (HMIC) guidance   |
| 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"> <li>• 55% Crime outcome rate</li> <li>• 88% Satisfaction rate</li> </ul>  |

### Supporting Victims and Witnesses

| No. | Strategic Priority   | How this will be measured   |
|-----|--|---|
| 8   | To prevent ASB and to continuously improve the quality of service and response to victims of anti-social behaviour | <ul style="list-style-type: none"> <li>• 85% Satisfaction rate</li> </ul>   |
| 9   | To continually improve the quality of service and response to victims of crime                                     | <ul style="list-style-type: none"> <li>• 85% 'all user' Satisfaction rate</li> <li>• 1% increase to this target, year on year, to achieve an overall satisfaction rate of 88% by the end of 2016</li> </ul> |

### 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"> <li>• 75% Confidence rate in the Community Based Survey that the 'police are doing a good job'</li> </ul>   |
| 11  | To reduce all crime   | <ul style="list-style-type: none"> <li>• 5% Reduction in all crime</li> </ul>  |
| 12  | To reduce domestic burglary and ensure a positive outcome for victims of burglary offences  | <ul style="list-style-type: none"> <li>• 13% Reduction in burglary</li> <li>• 25% Crime outcome rate</li> <li>• 90% Satisfaction rate</li> </ul>   |
| 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"> <li>• 2% Reduction in violence against the person with injury offences</li> <li>• 50% Crime outcome rate</li> <li>• 82% Satisfaction with service for victims of violent crime with injury</li> </ul>   |
| 14  | To reduce vehicle crime and ensure a positive outcome for victims   | <p><b>Theft from Motor Vehicle</b></p> <ul style="list-style-type: none"> <li>• 14% Reduction in theft from motor vehicle</li> <li>• 9% Crime outcome rate</li> <li>• 85% Satisfaction rate</li> </ul> <p><b>Theft of Motor Vehicle</b></p> <ul style="list-style-type: none"> <li>• 10% Reduction in theft of motor vehicle</li> <li>• 23% Crime outcome rate</li> <li>• 85% Satisfaction rate</li> </ul> |

### 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 witnesses | Partners have agreed to work together to agree the most robust and victim focused performance measures. Performance indicators will be published in January 2014   |
| 16  | Improving the response, service and outcomes for those with mental health needs  | By December 2013: <ul style="list-style-type: none"> <li>• Key stakeholders to complete a review of the identified partnership priority areas so to facilitate evidence-based planning</li> <li>• To develop a programme of joint working between key stakeholders further to the above review and findings around the partnership priority areas</li> <li>• Agree a broader set of specific outcomes and measures for all key stakeholders</li> </ul> |
| 17  | To reduce the number of repeat missing person reports  | <ul style="list-style-type: none"> <li>• Reduction in number of missing reports</li> <li>• Reduction in police time and cost spent dealing with missing persons</li> <li>• Reduction in reports received from the nine key locations</li> </ul>  |

### 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"> <li>• A vision for Leicestershire Police that is radical, challenging and will deliver the policing priorities set out in this Plan within the resources available</li> <li>• Evidence based business cases for change, developed from and based on current project mandates and options under consideration</li> <li>• Implementation of options approved through the Leicestershire Police Change Board</li> </ul> |



If you require a copy of this summary in an alternative format please contact the Office of the Police and Crime Commissioner.

### Feedback

I am always keen to hear from members of the public and partners.  
Comments can be sent to me by:

#### Post: Office of the Police and Crime Commissioner for Leicestershire

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