



**POLICE & CRIME  
COMMISSIONER**  
for Leicester,  
Leicestershire & Rutland  
Your Communities - Your Commissioner



# ANNUAL REPORT

## 2022-23

Making Leicester, Leicestershire and Rutland Safer





**"My vision is for efficient, robust and professional policing in Leicester, Leicestershire and Rutland."**

*Rupert Matthews*  
Police and Crime Commissioner

## CONTENTS

Police and Crime Commissioner's introduction	4
How the money works	6
Delivering my plan	8
Commissioning	11
Connecting with local people	13
Working with partners	17
Transparency and accountability	21
Looking ahead	25
The Peelian principles	26



## Police and Crime Commissioner's introduction

Last year was a year of success and jubilation tinged, as things so often are, with moments of grief and challenge.

In June, the nation celebrated the Platinum Jubilee of Her Majesty Queen Elizabeth II in peace and harmony. Just a few short weeks later we joined together again in mourning her loss. The funeral procession and service was a marvel to witness. It showed our police and armed services at their very best, and I'm proud that Leicestershire Officers were part of the huge and successful security operation.

In April, Leicestershire Police was rated as 'outstanding' in three key areas and is widely recognised as a top performing police force. In September, the force faced the East Leicester disturbances with fortitude. However, the ramifications will be felt for a long time to come.

A great deal has been said about the need for community cohesion, celebration of our rich cultural diversity and 'what the problem is'. One thing for sure is that the police officers on the frontline were staunch in their defence of the King's Peace and community safety. Operationally, they excelled and should be applauded for their commitment.

Financially, I had set the budget for the year safe in the knowledge that the outlook was balanced and healthy. I was less than pleased six months later to discover that this rosy picture had been destroyed by events totally beyond our control. Urgent discussions revealed the very real probability of a gaping hole in our calculations thanks to inflation and a national, unfunded, pay agreement.

The financial teams have worked hard to limit the damage; however, I had little choice but to support the force through the policing precept. Once convinced that this was the only option to avoid a massive hole in the budget in the next couple of years, I did so willingly. But I and the force accept that there is a limit to the depth of the public's pockets. However, with rising pressures on funding there is no doubt that this year's budget will need

some difficult decisions. I will do my utmost to protect the service that we need for Leicester, Leicestershire and Rutland whilst ensuring we have a sustainable financial future.

Turning to operational performance and the ways in which Leicestershire Police is delivering my Police and Crime Plan, I must congratulate the Chief Constable and his senior leadership team.

The rural crime team has made a real difference to people living in rural communities. The very fact that it recovered nearly £1m worth of stolen equipment in the first nine months, illustrates how desperately needed this team is. This really is a pledge that I have met.

The work to tackle exploitation, protect vulnerable people, prevent crime and anti-social behaviour and record crime has been independently validated as outstanding.

Neighbourhood Policing, boosted by the full recruitment of our Uplift quota, is visibly stronger. This will help improve trust and confidence amongst our communities.



And I'm delighted that significant progress has been made in so many other areas. I have kept my promise to increase the number of police stations and bases across the force area. I am grateful to our partners who have supported this process with co-locations.

Our volunteer schemes are going from strength to strength. I pledged to provide the appropriate resources in support of this and it is paying dividends, with additional training and support helping our various different volunteers become even more effective. I am delighted to have welcomed our mounted volunteers, which is something I promised to do on election.

As I envisaged, the reinvigorated People Zones are now making a tangible difference, particularly in New Parks where the scheme has been established longest.



My commitment to the communities of our City and two Counties is undiminished. The first-hand feedback from my community days is helping to solve problems on the ground. Hats off to the neighbourhood teams, they really do pick up on the points made to me and take swift action.

The three-year funding settlement we secured for the Violence Reduction Network (VRN) has provided the stability to put in motion some longer-term plans. The VRN is recognised as an exemplar model, something to which others aspire.

It would be remiss of me not to mention two very welcome appointments. Firstly, Rob Nixon, following a tough interview process was appointed as Chief Constable. Rob's reputation for strong leadership and no-nonsense approach to policing will only build on the force's exceptional performance. I was delighted at the unanimous



decision of the interview panels and know that he is working hard to ensure that the priorities within my Plan are delivered.

In my own office, to help meet the ever-growing demand on my time, I boosted our capacity with the appointment of a Deputy. Rani Mahal joined me in late 2022 and is working to deliver several key strands of our work, including the violence against women and girls' strategy.

On the following pages you will find a more detailed report of delivery against my Police and Crime Plan. I am grateful to the force, my own office, our partners and local groups who have helped to deliver so much.

In the coming year, there is undoubtedly more to be done, but I am confident that this is achievable and that I have the right team to help me do it.

*Rupert*

Rupert Matthews



# How the money works

Making sure that your money is spent wisely and well is a top priority for me. As Police and Crime Commissioner it is my task to ensure value for money both from the Chief Constable and Leicestershire Police, and from the services that I commission directly.

Therefore, my budget for the 2023-24 financial year needed to address these points considering the assumptions in the Medium-Term Financial Plan (MTFP). It was based on what was affordable and sustainable.

## Budget for 2023/24

The budget for 2023-24 has been designed to provide the Chief Constable with the resources needed to sustain the significant progress made thanks to the budget for 2022-23. At a time when the demand on policing is up by 20% and the population of the force area has increased by 10% creating unprecedented pressure on the budget, a previously maintained cautious approach to finances allowed me to make the decision to contribute £0.62mn to ease some of this unexpected pressure.

Leicestershire Police are now set for a more sustainable financial future in the short to medium term. However, there will be challenges ahead as I work with the force to take steps to close the deficit gap for future years.

In setting this budget I considered the feedback I received from local people across the City and Two Counties. That is why I sought opinions from residents across Leicester, Leicestershire, and Rutland. There was an increased response to the precept consultation, and I must also say how grateful I am to everyone who responded on both the policing priorities and the amount of council tax paid towards policing. Their responses have shown overwhelming support for both my policing priorities and an increase in the amount of council tax that is paid towards policing. I did take into consideration those families struggling with the rising cost of living at this time and therefore am proud to say that the precept paid by council taxpayers remains below the East Midlands average, and the increase is below the rate of inflation.

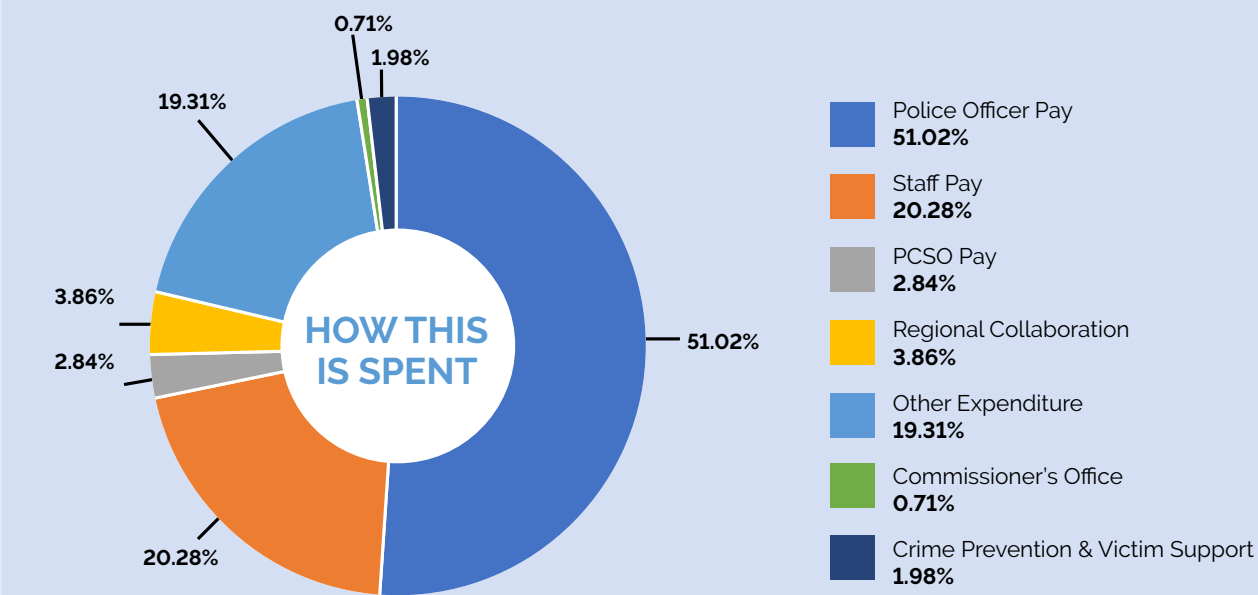
For more financial information please see the Finance section of my website.



## POLICING LEICESTER, LEICESTERSHIRE AND RUTLAND



## THE COST OF YOUR POLICE





# Delivering my plan

My Police and Crime Plan makes it clear that criminality of any kind will not be tolerated in Leicester, Leicestershire and Rutland. National statistics show that the force is consistently outperforming others in the East Midlands with the effect of making our streets and public spaces even safer. This is testament to the hard work of officers, staff and volunteers, members of my team and our partners, who sacrifice long hours to prevent crime, disrupt criminality and bring offenders to justice.

But there are further improvements to be made and I will continue to support the Chief Constable with the necessary resources and capabilities to build on our success over the coming 12 months.



## Improving Policing Across Leicester, Leicestershire, and Rutland

Our police operate in a constantly changing and challenging environment. Criminals are becoming ever more sophisticated and ruthless, taking advantage of modern technology, transport links and new techniques to bring theft, violence, and disorder to our communities. That is why I have been working with Leicestershire Police's Chief Officer Team to transform local policing and make sure that we stay fully up to date in crime fighting tactics and equipment.

This year has seen my office run the recruitment process for the Chief Constable which resulted in Chief Constable Rob Nixon being appointed. The Chief has proven himself to be an outstanding leader over the past year in which the force has faced several challenging situations. The force has continued to deliver and exceed its responsibilities to keep our diverse communities safe and always faces these challenges with courage and strength. I continue to have no doubt that the force under



Chief Constable Nixon's guidance, will continue to provide a first-class response to the residents of Leicester, Leicestershire, and Rutland.

As Police and Crime Commissioner I am determined to restore hope, trust and confidence in the work police do to keep our local people safe. For me, this means securing the funding and resources Leicestershire Police needs to continue to do a good job. The operation policing the disorder in East Leicester was one of the largest and most complex in the force's history – I am delighted the Home Office accepted my application for special grant funding, worth nearly £1.3m accounting for up to 85% of the costs spent on policing this operation.

In July 2018 we had 1,762 police officers (this includes from Police Constable up to Chief Officer Team). As of July 2023, we have 2,252 police officers which is a 28% percent increase from 2018.

## Increasing Public Trust and Confidence

Over the past year I have been working with the force to redevelop their Trust and Confidence strategy. To do this I have worked with an external provider to commission an independent survey to residents in Leicester, Leicestershire and Rutland to solicit their view on public trust and confidence.

I have supported an enhanced service offer to schools by way of nine Youth Engagement Officers. All secondary schools can request their PHSE aware Youth Engagement Officer (YEO) to attend to speak to their students in relation to any of the educational offer packages that have been developed. They can also be requested to support the school and neighbourhood team to assist with specific themed issues affecting their students and staff.

Further to this, I have ensured the Neighbourhood Policing teams have a named officer who will be in place for the Primary and Secondary Schools in time for the School Year in September 2022. Every primary school will have a named PCSO as their primary contact for everyday policing matters. Every secondary school will have a named Police Officer as their primary contact for everyday policing matters. These will be officers from the local Neighbourhood Policing Teams and will support the accessibility of local officers.

## Improving the Service

I have supported the opening of a new enquiry office in Coalville's Belvoir Shopping Centre –



providing greater engagement with the local community. Working with the Local Authority, it will allow residents and business owners across the North West Leicestershire Neighbourhood Policing Area (NPA) to report any issues or concerns they may have.

I have also enabled the opening of a new police base in Uppingham, which offers a vastly improved space, with enhanced facilities and most importantly, a more visible presence of the safer neighbourhood team in Rutland.

Prior to my election, Rutland was the only county in the entire country that did not have a public facing enquiry desk – I made a commitment to change this in my Police and Crime Plan. This year, I am pleased to have delivered on this and supported the opening of a new enquiry office in Rutland, based at the police station.

## Increasing Volunteers, Specials and Watch Schemes

The force has enhanced its recruitment of special constables, some 40% increase in the number of specials compare to the previous year. This enhanced commitment to special constables will continue and I am determined to achieve the ambitious target of 150 special constables by March 2024. Leicestershire is one of only four forces in 2022 to have increased their number of specials, and one of only two to have increased numbers by over 20.

I have made a commitment to equip all specials who are willing and able to do so to undergo





training and carry tasers. I am providing funding to pay the federation costs for every special for the remainder of my term in office.

I have made a continued investment to work with all watch schemes across the City and two Counties. I will shortly be welcoming a Neighbourhood Watch co-ordinator to work closely with National Neighbourhood Watch, the force and the OPCC to revitalise the spirit of volunteering and unleash the power of communities through more neighbourhood watches, community speed watch as well as working more coherently and productively with other community groups.

I have resurrected the Mounted Volunteers Scheme and there are currently adverts out for volunteers for this scheme. The current phase of recruitment has resulted in six volunteers and following the successful induction of the first wave of volunteers I will look to roll this out further across the force.

### Rural Policing

Another commitment from my Police and Crime Plan was to deliver a Rural Crime Team. Last year an enhanced structure was launched, including an enhanced central coordination role that will have overview of trends, patterns taking place across Leicester, Leicestershire and Rutland. The Rural Crime Team will manage and support local rural crime SPOCs in each rural Neighbourhood Policing Area (NPA). The Rural Crime Team is currently one Sergeant and seven Officers, a designated Inspector was also appointed in September 2022. The Rural Crime Team manage the response to rural and heritage crime from investigations of

identified offences, engagement with the rural communities and crime prevention.

The crime recording system has been updated to include specific rural concerns such as hare coursing, unlicensed fishing, fly grazing and livestock worrying which enables enhanced data integrity and will further protect those affected by these crimes. Further to this the Rural Crime Team have introduced a rural crime reporting QR code to encourage reporting making the crime reporting process as easy and accessible as possible.

I have invested in seven clearly identifiable 4x4 vehicles, six of which are allocated to the rural NPA areas. I will be reviewing the fleet budget with the Chief Constable in 2023.

### Services for Victims and Witnesses:

Supported 25,101 people  
15% of whom stated they had a disability  
70% (17,580) of whom were women

Of those who recorded ethnicity –  
57% White 11% Mixed 19% Asian  
7% Black 6% Other

Of these, 13,331 were supported for Domestic Abuse and Sexual Violence (DASV) –  
80% were women  
57% were aged 25 – 45 (services supported from children under 12 to people over 75)

Of those who stated a sexual orientation –  
93% Heterosexual 7% LGBTQ+

# Commissioning

As well as setting the budget and strategy for Leicestershire Police and holding the Chief Constable to account for force performance, I also have responsibility for commissioning a host of other services. These encompass crime prevention, victim support, community safety and a wide range of other services that help to keep us all safe.



My commissioning budget for 2022-23 was £7.8m, this included £4.4m core commissioning and additional funding of £3.4m that had been secured through bids and applications. This is broken down further in the table below:

### Core Commissioning

	£m
Core Commissioning Budget	4.4
Income from other sources	3.4
<b>Total available funding</b>	<b>7.8</b>
SPENT ON:	
Victim and Witnesses	2.4
Vulnerability and Safeguarding	0.7
Prevention	3
Community Safety	1.1
Other	0.6
<b>Total Commissioning Expenditure</b>	<b>7.8</b>

The largest commissioned services are for victims and witnesses which comes to a £2.4million investment. I also include an additional £20k to provide services for victims of Anti-Social Behaviour (ASB) who are often neglected.

The victims services commissioning includes a helpline service for Domestic Abuse victims, services for Sexual Abuse victims, funding for the Adults and Paediatric Sexual Abuse Referral Centre, Target Hardening services, Independent Sexual Violence Advisors and Independent Domestic Abuse Advisors.

Other commissioned services include Specialist Substance Misuse Services, Safeguarding Boards, Young Adults Pathway, Integrated Offender Management, Youth Offending Services and Community Safety Partnerships.





## Victim Support Services

Victim First continue to provide effective victim support services across Leicester, Leicestershire and Rutland, with satisfaction rates of 96.8%. I also co-commission specialist domestic and sexual violence support services.

Over the year, my Victim Support service received over 19,000 referrals of which 99.9% of victims said that their support from Victim First increased their feelings of safety or stayed at the same level. Over 50% of victims receiving support from victim services said the support made them feel that the chance of being a repeat victim in the future is less.

*"Thank you for getting in touch and helping me – it's great to know that there is someone there to help. Really good service"*

(Young Service User)

*"They directed me and ordered the change of locks which made a huge difference in +sense of safety and anxiety"*

(Female, 36)

*"The lady who helped me really understood and the advice she gave me has helped me to feel much better"*

(Adult Service User)

*"Knowing I can talk about my feelings in confidence"*

(Young Service User)

*"They gave good advice on the help I needed and who I need to call"*

(Adult Service User)

## Grants Rounds

I have invested in a wide range of community-led projects designed to support the priorities of my police and crime plan, this has resulted in 6 grants rounds and over half a million pounds of funding being provided to community organisations. Over the year we received over 100 applications with 46 being successful in securing funding.

These projects have supported the delivery of specialist services for Violence Against Women and Girls, diversionary activities, educational projects, CCTV, road safety projects and services for victims and witnesses of domestic and sexual abuse.



# Connecting with local people

I promised to be an accessible Commissioner, to listen and act. Over the past year I have been available throughout our City and two Counties and I have continued to undertake a wide variety of engagement and public events.



I have attended a number of key events in the two Counties, for example: Rural Safety Event, Gita Festival, Rutland Pride, Leicester Caribbean Festival, Leicestershire County Show, Rutland County Show, and Oakham Fete.

I believe that communication is as much about listening as informing, as such I established a Commissioners Advisory Group for a year to further enhance my reach into those hard-to-reach communities and to receive feedback directly from influential members of the community, this group has been monumental in receiving first hand feedback from the community.

## Listening to You

I am aware of the needs of local communities and public priorities and over the year have implemented a number of initiatives based on feedback I have received from the communities, this has included:

- Funding a number of Air Tags to the rural community to prevent agricultural machine thefts.
- Funding the purchase of off-road vehicles and paid for officers to attend off road driving courses to ensure they are effective in rural environments.



Out and about with the Rural Crime team



Commissioner at Blaby Road Park





Diwali



Oakham Pride



Caribbean Festival



County Show

- Funding a winter burglary campaign which reached over 115,000 people and over 10 percent of these subsequently accessed crime prevention advice, which they were signposted to.
- Purchasing and distributing a number of visible stickers in response to feedback received regarding horse and agricultural trailer theft.
- Funding Operation Repeat, a doorstep fraud awareness project with the principal aim of identifying and training key local health and care professionals to provide fraud awareness messaging to members of their local communities who are vulnerable to fraud.

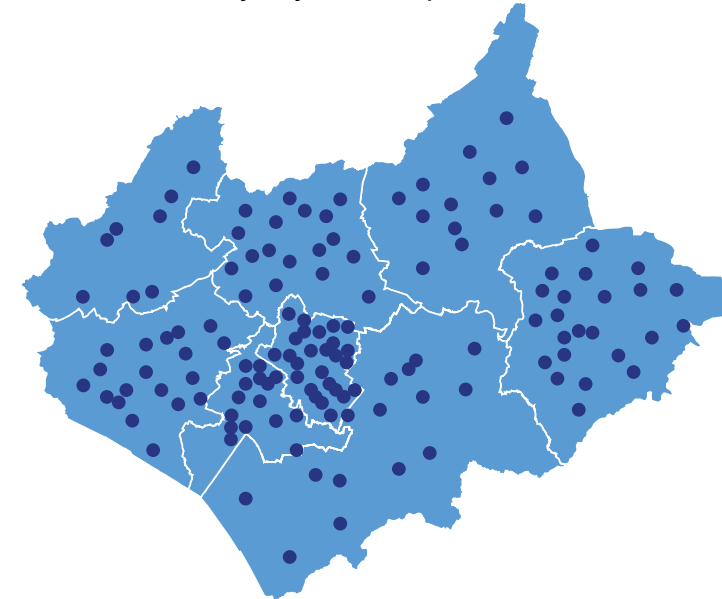
### Keeping in Touch with Communities

I have continued with my 'Community Days', whereby I visit towns, parishes and wards across the area to meet local residents, community representatives and businesses. I listen to their views, feeding my findings back to the force where appropriate and keep those I have met informed of progress.

Over the past 12 months I have undertaken 39 community days across Leicester, Leicestershire and Rutland, ensuring I visit each Neighbourhood Policing Area at least twice in the year.

Prior to these visits I contact every local councillor to harbour views on local crime and policing issues in their area to ensure I am making my visits effective in responding to the public. My community days are advertised on social media, ensuring I am accessible to the public and surveys are often conducted so I can build a very insightful view of the views towards crime and policing in local communities. Further to this, the outcomes of my community days are shared with the communities through social media, my website and included in the newsletters produced by my office.

### Community Day Visits map



### Working with Local Representatives

Those elected to represent our communities, as an MP or County, City, District or Parish Councillor, know the issues in their areas better than anyone else. My door is always open and over the months I have held numerous meetings with local councillors to discuss problems such as road safety, anti-social behaviour, and drug crime.

I have also held regular meetings with local MPs, both on their 'patch' and in my office, to see how they can take local issues to Westminster and equally, how they can support my own work to improve community safety. In addition, local MPs are invited to regular updates with the Chief Constable and myself, providing an excellent two-way dialogue.



Meeting with Jane Hunt MP

This year I held my first open surgery in Rutland, this enabled local community representatives to raise and discuss local community safety issues with me on a one-to-one basis. The candid reflections of councillors in the communities enable me to form an informed view on local policing priorities across the city and two counties.

### The Written Word

I have continued to provide a written and accessible offer to the public through my office. In the 12-month period I have written 21 newsletters, updating the public on issues, opportunities, and activity across the area.

I also produce a frequent and popular blog which informs readers about the breadth of the role, the expectations of a PCC and provides a glimpse into the kaleidoscopic variety of work that I undertake, from visits to the Home Office, to visits to schemes I have funded to report reading.

I have also issued over 78 press releases, statements and responses which have received significant coverage, giving rise to interviews with broadcast and printed media on over 50 occasions. This helps to keep you informed of how the force and I are working to keep you safe.

### Social Media

The main social media channels utilised by my office are Twitter, Facebook and YouTube (for video purposes).

I have increased my use of social media over the year and the following continues to grow which is pleasing and these different platforms provide an



Meeting with Cllr Christine Wise



excellent opportunity for two-way engagement. Direct messages are responded to in a timely fashion and those raising topics in the public forum are invited to meet me to discuss.

I have posted over 1,000 update tweets to the public, which is a substantial increase on previous years, further to this I have seen the number of followers on the @LeicsPCC account increase by nearly 10% and this is regularly reaching over 55,000 accounts.

I have posted over 1,100 updates to my official Facebook page, again reaching thousands of people. This year I have also set up a new Instagram page, increasing the reach to further demographics. I have seen a steady rise in followers to this new platform - nearly 200 in the first six months and regularly post engaging video content.

## Responding to Contact

The right to query the work of any public body or figure and receive a response is pivotal to our democracy.

Since I took up office, I have undertaken 106 thorough Complaint Reviews, of which I have made a number of recommendations to the force including ensuring body worn video is activated and providing a thorough explanation to victims regarding investigation outcomes. Of those reviews, 104 were not upheld and two were upheld cases (1.8%)

I have responded to 22 Freedom of Information requests, which represents a 22% increase from previous years, of these 90.1% have been responded to within 21 days.

I have also responded directly, in written format, to 642 contacts from local residents and stakeholders.



Pop-up stall in Somerby



Market Harborough with PC James Monohan



Knighton Park



Long Clawson



Victoria Park with PCSO Ammo Singh-Sanghera

# Working with partners

No police force can successfully work in isolation. Our work with partners, statutory or otherwise provides a valuable source of support when it comes to keeping our communities safe.



## Community Safety Partnerships

There are nine Community Safety Partnerships (CSPs) across the area, and I understand and appreciate the localised service they provide to their communities as such I provide approximately £640,000 to help fund a number of activities.

Over the year, I designed a new funding arrangement with the CSPs which began in April, it encompasses changes in crime data, crime types and population changes and promises a system that ensures value for money by being needs based.

It seeks to follow a grants-based approach where partners are asked to complete an application outlining how their defined allocations will be spent and how this activity links to the Police and Crime Plan. Funding is only be provided for approved projects based on how much funding is required. This ensures that value for public money, increased confidence and transparency remain at the centre of the fair and coherent process in place for CSP funding allocations and supports the CSPs further by providing further flexibility and support around their funding to tackle issues specific to their district.

In Summer 2022, I supported two CSPs in successfully bidding for two Safer Streets grants to tackle acquisitive crime and anti-social behaviour. Blaby District Council was awarded £67,000 and Charnwood Borough Council was awarded £149,200.

## Violence Reduction Network

Our Violence Reduction Network (VRN) continues to go from strength to strength and is an example of good practice in relation to violence prevention and reduction. I am fully committed to the public health approach adopted by the VRN and am delighted that this has been reflected by the government in providing a three-year funding settlement for the VRN totalling £3.5 million over the next few years, which provides the much-needed stability and support required to ensure the positive work continues.

In the summer we hosted a visit for the then Policing Minister, Tom Pursglove. The purpose of this visit was to better understand the work of the Leicester, Leicestershire and Rutland VRN in tackling violence affecting young people as one of the 20 Home Office funded Units across England and Wales. The VRN was able to





provide information to the Home Office on how the partnership was working with communities to prevent a summer peak of violence and showcase the impact the Violence Intervention Project (VIP) was having through meeting a young person who had accessed the service.

I commissioned a joint grant round with the VRN to support diversion from Anti-Social Behaviour (ASB) and Crime reflecting our shared commitment to prevention and early intervention and the value of partnering with communities in our collective efforts to keep our children and young people safe.

I know that providing relevant and purposeful activities are important in protecting children and young people from involvement in ASB and crime (as potential perpetrators and/or victims). Whilst activities alone play an important role, there can also be additional benefits realised through delivery such as increases in confidence and self-esteem and the acquisition of new skills. These funded initiatives included a sports provision for young people, drop in youth worker sessions, football coaching, boyz zone, music diversionary activities and soft skills workshops.

### Serious Violence Duty

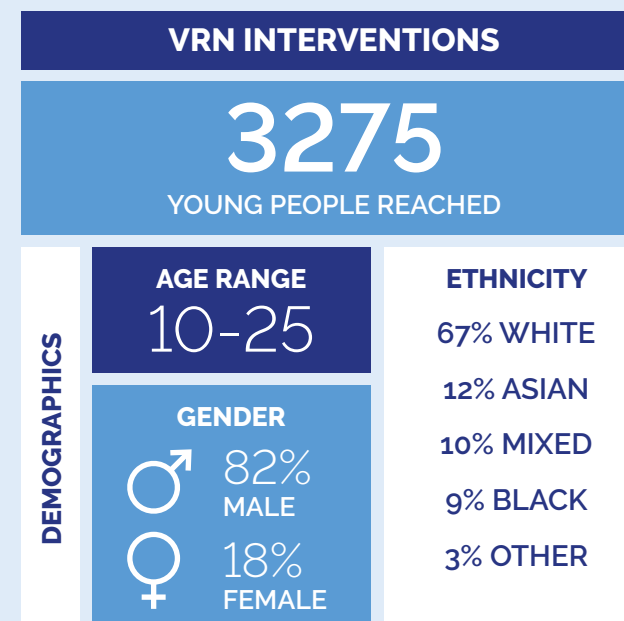
The Serious Violence Duty guidance was published in December 2022. The VRN and my office continue to lead the local mobilisation for the duty, including in relation to the local definition and co-ordination of the additional funding. The Duty, which was recently introduced as part of the Police, Crime, Sentencing and Courts Act, will require specified agencies, including police, local authorities, education and health to work

together to share data and knowledge and target interventions to prevent and reduce serious violence.

My office is supporting the recruitment of four posts to work within the partnerships and CSPs to support with mobilising the Duty. Our readiness for the Duty was recently assessed by Crest Advisory (on behalf of the Home Office) and we were rated as 'Mature, Demonstrating Best Practice', the highest rating available, which is a testimony to the work of the VRN partnership. This has resulted in numerous requests from other areas across the country to share our learning and achievements.

The VRN has had several other notable achievements including:

- Being awarded £1.4 million pounds to design and implement a local model of focused deterrence – the Phoenix Programme – which seeks to reduce harm by working with those who are linked to networks of criminality such as Urban Street Gangs and Organised Crime Groups.
- Delivering trauma-informed training to nearly 1,500 frontline practitioners across Leicester, Leicestershire and Rutland.
- Launching a Serious Violence Dashboard which ingests multi-agency data and which is accessed by the partnership to inform responses to serious violence.
- Developing a Schools Handbook on Preventing Violence which supports schools to strengthen their responses.
- Collaborating with the OPCC on longer-term, evidence-informed funding round for grassroots organisations to deliver diversionary activities to at-risk young people.
- Co-designing a Community Partnership Framework to support the involvement of communities across all levels of the partnerships.
- A new cohort of community leaders completing the Community Leadership Programme and growing the network of alumni across Leicester, Leicestershire and Rutland.
- Reaching more than 3,200 at-risk and violence-involved young people through evidence-informed interventions:



### People Zones

This year I have seen significant developments in the People Zone Project, including a refocus to take on an Asset Based Community Development (ABCD) approach – this adopts a strength-based approach, and harnesses the assets, skills, and networks within a community instead of focussing on what's wrong there. ABCD empowers communities to believe that they are the building blocks to positive change, communities need investment to build relevant knowledge, skills, and capacity. There has also been a large amount of promotional activity over the year, including a new website, logo, launch events and an animation which can be watched here:

<https://www.peoplezones.co.uk>

I commissioned an external company to undertake a large-scale research project within each defined people zone area – I wanted to ensure the views of the community were listened to rather than making assumptions based on data. This research has engaged with communities through a variety of methods. For example: workshops, 1-2-1 interviews, pop up stalls and surveys. A grants programme will

follow the research results which will enable any improvements to be made based on any gaps identified by people who live and work in the community. The research has already resulted in tangible outcomes to the communities. For example, a lighting audit and app to report issues was carried out in the Bell Foundry People Zone



area after residents reported not feeling safe when dark. I have provided funding for materials which has enabled community payback to improve small areas selected by the community in the New Parks People Zone. This project is in partnership with probation service users from the local area to undertake the work at a community hub within the People Zone. The Community Payback team will also be offering service users to undertake work placements within local organisations in the People Zones to gain employability skills.

### Mini Police

This year, my Deputy has launched the 'Mini Police' scheme alongside Leicestershire Police. This is an innovative police engagement programme for school children aged 8-11 years – providing a fun and interactive way 'to introduce children to a positive experience of policing and to get them involved in the local community', focussing on local priorities such as litter picking or speeding etc.





The scheme has been launched in three primary schools - introducing policing as a positive influence and allow early intervention with children and their responsible adults. This will enable the building of trust in policing and facilitate engagement with partners to begin to instil age-appropriate safety awareness.

### Community Leadership Programme

I supported a third successful community leadership cohort through the programme this year, I continue to believe that this programme identifies, develops and supports a network of community leaders to make a real sustainable impact on the quality of life in communities.

This cohort was also aimed to support wider priorities and my ambitions and as such participants who lived or worked within a people zones area were targeted so the projects overlap, and the community leaders can gain more skills and knowledge and take this back to their local areas.

Participants from this and the two previous cohorts have now joined the wider Community Leaders Network which works in partnership with statutory bodies to support communities, with People Zones as one of their focusses.



Community Leadership Showcase



BID Leicester



South Asian Heritage Month Launch

# Transparency and accountability

It has now been over a year since I introduced the new accountability strategy and governance arrangements relating to my statutory duty to hold the Chief Constable to account. Since April 2022, I have held 9 Corporate Governance Board meetings with the Chief Constable and his senior Chief Officer Team to scrutinise and review police performance.

### His Majesty's Inspectorate of Constabulary and Fire & Rescue Services

Section 55 (5) of the 1996 Police Act requires all Police and Crime Commissioners to prepare comments on any published HMICFRS (previously known as His Majesty's Inspectorate of Constabulary or HMIC) reports that relate to their force, to forward these to the Home Office and then publish in the manner they see fit.

I feel that the independent assessments made by HMICFRS of different areas of the force will go a long way to boost trust and confidence in policing locally and nationally and provide the workforce motivation to succeed. As such I have strengthened my approach to responding to these publications and over the year have published an accumulative total of seven responses to HMICFRS publications in the 2022-23 fiscal year.

These include responses to:

- PEEL: Police effectiveness, efficiency and legitimacy 2021-2022.
- Police Perpetrated Domestic Abuse: Report on the Centre for Women's Justice Super Complaint.
- An inspection of vetting, misconduct and misogyny in the police service.

- An inspection into how well the police and other agencies use digital forensics in their investigations.
- How the police response to victims of sexual abuse when the victim is from an ethnic minority background and may be at risk of honour-based abuse: Report on the Tees Valley Inclusion project's super complaint.
- An inspection of the East Midlands regional response to serious and organised crime.
- An inspection of how well the police tackle serious youth violence.

This is significant progress against previous years where just one response was published, and in the year prior just two responses. This is likely due to a stronger, refined process for monitoring HMICFRS releases, achieved by creating stronger links with the force HMICFRS leads and appointing a dedicated lead within my office for monitoring publications and drafting responses.

Six of the seven responses in the 2022-2023 fiscal year (86%) were published on the OPCC website and sent to Roy Wilsher OBE within the 56-day statutory time frame.

There were some significant findings across all reports during the year, including the PEEL inspection which presented Leicestershire Police



with three "outstanding" and four "good" grades. Improving Police communication and accessibility has been a priority of mine since taking up office and as such I was proud with this progress, particularly as this has been achieved in difficult and turbulent times.

There has also been HMICFRS reports that have carried significant public interest, such as the publication on vetting, misconduct and misogyny in police forces. Leicestershire Police, along with all other forces nationally, have been under scrutiny from the negative findings associated with this report, prompting more vigorous governance and scrutiny from Commissioners. Since this report I have since undertaken extensive scrutiny on feelings of trust and confidence towards Leicestershire Police, including commissioning a large-scale public safety consultation due to go live in June 2023, and requesting evidence of the force's Trust and Confidence Strategy - having been involved in the redevelopment of this over the year.

Leicestershire Police were also recognised in the HMICFRS publication "an inspection of the east midlands regional response to serious and organised crime", where Leicestershire was given a grade of "outstanding" – the only force regionally to be awarded this grading. I understand that an incredible amount of commitment and hard work has been achieved so far to get Leicestershire the fantastic recognition that it so well deserves. I am grateful to every member of this team for their contribution in making the streets of Leicester, Leicestershire and Rutland safer and will be sure to pass on my thanks and congratulations in our governance boards.

My approach taken for responding to HMICFRS publications goes beyond my statutory obligations which requires me to publish a response within 56 days, outlining how I will hold the Chief Constable to account. I also ensure to gather immediate reassurance from the force that they can deliver all recommendations raised within timelines give, and I provide the significant amount of information gathered on our local position to HMICFRS and incorporate this into my governance arrangements to provide a rigorous scrutiny process of the force on behalf of the public.

## Independent Custody Visitors

I am responsible for the Independent Custody Visiting (ICV) scheme and have a team of 18 volunteers who conduct these visits on my behalf – a number of which received long service awards this year, with one volunteer volunteering on the scheme for an impressive 24 years.

Throughout the year a total of 97 visits were carried out, with over 157 hours of time volunteered on visits.

The scheme continues to be held in the highest regard nationally and continues to be accredited. This year we have achieved the Investing in Volunteers Award for the fourth consecutive time an award which has been held since 2012.



ICVs and the Volunteers Manager have been supporting Leicestershire Police with Trauma Informed Approaches within custody and sharing their feedback on distraction materials. This work will be ongoing over the next 12 months to support and develop Trauma Informed Suites and good practice for vulnerable detainees to support their overall wellbeing. All volunteers have been offered Trauma Informed Practice training through my office.

## Animal Welfare Scheme

I launched the Animal Welfare Scheme (AWS) on 1 April 2022. Once a month, AWS visitors make an unannounced visit in pairs to the Leicestershire Police Dog Unit. They check the conditions in which the dogs are housed, trained and transported. They also observe dog training in progression and will provide feedback on all visits via an electronic visit report form.



Since the launch the volunteers have completed 12 visits. Overall, the team have been impressed with the variety of enrichment activities on offer for Leicestershire's canine cops which include a sandpit, pool and open space to explore.

## Ethics and Transparency Panel

I have redesigned the Ethics and Transparency Panel to ensure they are able to provide independent advice and assurance to both myself and the Chief Constable on the legitimacy and ethicalness of the force and my Office. Panel members have been recruited and the panel is now up and running.

The Ethics and Transparency Panel has been given unprecedented open access to all areas of the force and my office. A number of visits to various departments across the force have been planned to ensure the panel are able fully observe the practice of the force.

The Panel has gone from strength to strength and has discussed dilemmas such as the use of e-scooters, complaints and conduct statistics, a number of force policies and rape outcomes.

The Panel is completing regular dip sample reviews of police complaints and reviews and is now looking to regularly review custody records and body worn videos.

## Local Criminal Justice Board

I believe the role of Police and Crime Commissioner is to be a strong advocate for justice on behalf of our communities and as such I made the decision to establish a Local Criminal Justice Board (LCJB) which will continue discussions with colleagues to explore how together we can achieve more in order to improve public trust, confidence within the criminal justice system.

The LCJB is outcomes focussed and distinct due to its work is in relation to problem solving and sharing best practice. The Board works collectively to identify local matters and resolve them, whilst endeavouring to remove barriers for witnesses and victims, as well as reducing crime and re-offending.

I continue to be the chair of the East Midlands Criminal Justice Board (EMCJB) which is a group of senior criminal justice leaders from across the region. The key focus of the EMCJB is to work with partners/stakeholders from across the East Midlands to co-ordinate the delivery of an effective and efficient criminal justice system for all.

The EMCJB carries a number of duties including the response to the Police Reform and Social Responsibility Act 2011 duty for the Police and Crime Commissioner and criminal justice agencies to work together to provide an effective and efficient criminal justice system for East Midlands force area.



# Looking ahead

My Annual Report for 2022-2023 summarises all the incredible work done by both Leicestershire Police and my office to deliver my Police and Crime Plan. However, I would also like to feature a number of specific areas we will be focussing on over the year, this includes:

- Further building and developing the work of the Violence Reduction Network to reduce violent and knife crime, embedding the Serious Violence Duty with partners.
- Recommissioning our Victim Services, with a view to providing stability with longer contract lengths.
- Working with local businesses, national organisations, other OPCCs and partners to support businesses from crime and fraud.
- "Night-Time Economy".
- Delivering a partnership wide Violence Against Women and Girls (VAWG) strategy.
- Launching a road safety campaign focusing on the fatal four,
- Continuing to work with the public, partners and communities to build trust and confidence with the Police, this includes launching a Leicester, Leicestershire and Rutland wide public perception survey.
- Revitalising the Neighbourhood Watch scheme and other watch schemes in Leicestershire in conjunction with National Neighbourhood Watch.



## The Peelian principles

When Sir Robert Peel founded the modern British police force in 1829, he set out the basic principles of policing that have endured to the present day. These are:

1 To prevent crime and disorder, as an alternative to their repression by military force and severity of legal punishment

2 To recognise always that the power of the police to fulfill their functions and duties is dependent on public approval of their existence, actions and behaviour, and on their ability to secure and maintain public respect

3 To recognise always that to secure and maintain the respect and approval of the public means also the securing of the willing co-operation of the public in the task of securing observance of laws

4 To recognise always that the extent to which the co-operation of the public can be secured diminishes proportionately the necessity of the use of physical force and compulsion for achieving police objectives

5 To seek and preserve public favour, not by pandering to public opinion, but by constantly demonstrating absolutely impartial service to law, in complete independence of policy, and without regard to the justice or injustice of the substance of individual laws, by ready offering of individual service and friendship to all members of the public without regard to their wealth or social standing, by ready exercise of courtesy and friendly good humour, and by ready offering of individual sacrifice in protecting and preserving life

6 To use physical force only when the exercise of persuasion, advice and warning is found to be insufficient to obtain public co-operation to an extent necessary to secure observance of law or to restore order, and to use only the minimum degree of physical force which is necessary on any particular occasion for achieving a police objective



7 To maintain at all times a relationship with the public that gives reality to the historic tradition that the police are the public and that the public are the police, the police being only members of the public who are paid to give full-time attention to duties which are incumbent on every citizen in the interests of community welfare and existence

8 To recognise always the need for strict adherence to police-executive functions, and to refrain from even seeming to usurp the powers of the judiciary of avenging individuals or the State, and of authoritatively judging guilt and punishing the guilty

9 To recognise always that the test of police efficiency is the absence of crime and disorder, and not the visible evidence of police action in dealing with them





Visiting Hill Farm, Launde



Pinning leaflet in Oadby



Visit to the Atkins Centre



Rupert outside the EMCYP



## Making Leicester, Leicestershire and Rutland Safer

Office of the Police and Crime Commissioner,  
Police Headquarters, St. John's,  
Enderby, Leicester LE19 2BX

Telephone: 0116 229 8980

Email: [OPCC@leics.police.uk](mailto:OPCC@leics.police.uk)

Website: [www.leics.pcc.police.uk](http://www.leics.pcc.police.uk)

 @LeicsPCC

 @LeicsPCC

 @LeicestershireOPCC



**POLICE & CRIME  
COMMISSIONER**  
for Leicester,  
Leicestershire & Rutland  
Your Communities - Your Commissioner