



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

Leicester, Leicestershire and Rutland **CRIME PLAN**



A **police and crime plan** for **efficient, robust and professional** policing in **Leicester, Leicestershire and Rutland**.

2021-2024

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Executive Summary

More Policing is Good. Better Policing is Better.

For far too long the debate over policing has been dominated by talk of inputs, not of outputs. In his basic principles of Policing, Sir Robert Peel summed this up when he stated “The test of police efficiency is the absence of crime and disorder not the visible evidence of police action in dealing with it.” As the PCC I will expect tangible outcomes to the investment in policing and the wider criminal justice system.

In recent years, and in Leicestershire in particular, this has led to the focus being on numbers of police officers. But the sheer number of police officers is not the only factor. We could double or even treble the number of police officers, but if they do not have the infrastructure to deliver high quality policing such as cars, radios and computers to promote agile working they would not be very effective in fighting the modern criminal.

Crime is changing and criminals are more resourceful and sophisticated than ever before, therefore policing needs to remain on the cutting edge of technology and continue to modernise to remain effective. This plan is about making the policing of Leicester, Leicestershire and Rutland effective, modern and sustainable.

The Leicestershire Police, which also covers Leicester and Rutland, is already a highly regarded police force in England and Wales. But that does not mean that it cannot get better and strive to be one of the top performing forces in the country. There is no

doubt that with the correct equipment, training and leadership directed in the right way with the right values we can make a real difference, keep people safe and protect our communities.

We need to work with academia, listen to communities and duplicate best practice from across the country so that we are as effective as we can be to respond to the issues that are affecting the people of our great city and two counties.

The Violence Reduction Network is doing great work to reduce violent crime – especially

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Executive Summary

continued

violence against women and girls – using a public health approach founded on sound research into the root causes of violence in our society. We need to undertake equally robust research into other forms of crime and identify the best means of tackling them.

Policing needs work with partners and communities to concentrate on real solutions to real problems and to steer clear of fashionable theories or empty gestures. Policing has always been something of a political football where political intervention and perverse target setting undermines the professional decision making of officers and staff on the front line. Really effective operational policing requires senior officers to be determined to use and support the operational experience of their highly trained officers to drive through policing tactics which, used in the right way, can help protect our communities and ensure the fear of being caught remains with the criminal. We know Stop and Search has been misused in the past but is a case in point. Some view it as a panacea cure for knife crime and drugs, others see it as inherently racist. It is neither. It is an essential part of the policing toolkit which, if used properly and based upon evidence and good intelligence, can deliver impressive results.

Our city and two counties are different places with different problems and different priorities, that is why the plan treats them as such. What will work in rural Rutland will not work in urban Leicester, so policing tactics need to shape themselves to what will work. For that reason, this plan includes separate sections for our city and two counties. Serving the public as Police and Crime Commissioner (PCC) for our area is a great privilege, so this plan needs to reflect the diversity of all our communities.

I will be holding the Chief Constable to account for the way in which our area is policed.

Where praise is merited, I will be unstinting and ensure our communities know exactly how courageous, inspirational, professional and dedicated our officers and staff are. Where things can be improved, I will not hesitate to highlight my expectations and support the Chief to improve the performance of the force. Working together, the Chief Constable and Commissioner can make a formidable team.

This Plan embraces not only policing, but also crime prevention and victim support. Again, we need to concentrate on what really works. That will sometimes involve taking tough decisions and setting priorities. Challenges lie ahead, but they must not be shirked. Too much is at stake.

The future must be secure and we must all have mutual aspirations to improve the quality of people's lives. That will mean taking a pragmatic approach to the finances of the police and related services. Effective reserves must be established and maintained so that we remain sustainable and responsive to the future financial challenges. Financing will be focussed upon what needs to be done not just what seems nice to do. Good financial management is essential for the future and that is why I will be meticulous in holding the force to account for the use of finance and resources.

Above all, this plan is about making life safer for everyone who lives, works or visits Leicester, Leicestershire and Rutland.

Preface



My name is Rupert Matthews and in May 2021 I was elected as the Police and Crime Commissioner. I am responsible for the totality of policing as well as providing victim support, crime prevention and related service. We are lucky to have such brilliant

police staff, intelligence analysts, call handlers, detectives, road policing units as well as frontline officers, as outlined by recent external inspections, and I cannot fulfil this remit without them, our communities and our partners.

The job of the police is to protect the public. The job of the Police and Crime Commissioner is to give the police the tools they need to do the job. My role is to be the voice of the public in matters of policing and crime, to challenge partners, including Leicestershire Police, to deliver the public services that the people of Leicester, Leicestershire and Rutland deserve.

My vision is clear, I want to work to make an effective, robust and professional police service within Leicester, Leicestershire and Rutland.

As we come out of Covid restrictions, the public have a right to expect a police force that works with them to build back better. I want to see a police force that is closely integrated into our diverse communities in city, town and village to support and protect the law abiding, to target the anti-social and capture the criminals.

Following the government's launch of their 'Beating Crime Plan', I am fully behind the ambitious path laid out by the Government today to restore peace and power within our communities.

What is inherently clear in the 'Beating Crime Plan' is how vital coordination and partnerships are to delivering tangible improvements to safety. There

needs to be greater accountability and stronger community safety partnerships to make any of these aspirations happen and I will be ensuring that I do everything in my power to galvanise this action here in this county.

In addition to the 'Beating Crime Plan', I shall work with partners to respond to the 'Protect Duty' towards making publicly accessible locations safe as the Government develops their response to their consultation.

My primary responsibility is to hold the Chief Constable and the Force to account for delivering the policing aspects of this Police and Crime Plan and to ensure they are answerable to our communities. My own Office of the Police and Crime Commissioner [OPCC] will deliver other parts of this Plan.

I was elected on a clear manifesto to build on the work of my two predecessors as Police and Crime Commissioner to create a modern, dynamic and effective police force and related services. That is what I intend to do. This plan shows how I am going to put into action the promises made on the election campaign trail.

The Peelian Principles



When Sir Robert Peel founded the modern police force nearly 200 years ago, he developed a set of principles to define the ethical requirements the police must follow to be effective. I believe that they are as valid today as they were then.

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 fulfil 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.

Priorities

Due to the fact that the 2020 Police and Crime Commissioner elections were delayed for a year, my term in office will be only three years instead of the usual four years. This Plan is therefore designed to cover two terms of office. Some of the more



fundamental challenges addressed in my election manifesto will take time to tackle. These I shall list below as medium-term priorities. However, there are some issues that I believe can be addressed quickly, which shall be labelled as short-term priorities.

Short-term priorities are as follows:

- I will ask the Chief Constable to create a larger force of Special Constables recruited from our local communities, dedicated to local communities, working within local communities and seen as being part of communities
- I will work with the Chief Constable to ensure that we place no barriers in the way of ensuring that our recruits are the very best of our diverse population and representative of the varied communities of Leicester, Leicestershire and Rutland
- I will ask the Chief Constable to ensure the force is structured to provide an outstanding response to rural criminality and wildlife crime in Leicestershire and Rutland
- I will ask the Chief Constable to dedicate rural crime teams in each of the Neighbourhood Policing Areas outside of the City; I will ask the Chief Constable to develop a team of specials to be dedicated to policing rural areas to work alongside rural crime teams who will be specifically dedicated to Leicestershire and Rutland
- I will ask the Chief Constable to continue to develop a plan that will build upon your

community's safety in relation to: business crime and rural crime

- I will ask the Chief Constable to develop a role of dedicated business crime leads to build better relationships with businesses for each area of the force
- We aim to drive down violent crime, including knife crime, to save lives and stop the pain suffered by bereaved families. We recognise that action taken to tackle knife crime can sometimes lead to an increase in the recording of knife crime, but this is a necessary part of the drive to stop the murder of our young people on our streets
- I will ask the Chief Constable to develop tactics to guarantee a quality of service to tackle domestic abuse including more use of body worn cameras, domestic violence protection orders/notices and perpetrators programmes designed to change offender behaviours
- I will ask the Chief Constable to further develop a night-time economy strategy which drives down violence and makes our streets and premises safer places to be

Priorities continued

Medium-term priorities are as follows:

- I will ask the Chief Constable to develop a Safer Communities Strategy where we see more officers and staff routinely working in and around schools, universities, youth clubs, festivals and places where groups of people gather
- We will seek to refresh the estate strategy to increase police presence across Leicester, Leicestershire and Rutland
- I will ask the Chief Constable 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 to tackle quality of life issues
- I will ask the Chief Constable to improve the quality of files submitted to the Crown Prosecution Service
- I will continue to invest in the work of our local Violence Reduction Network (VRN); through collaborating across the system, I will strengthen our response by deploying criminal justice responses as well as moving more upstream to develop preventative strategies aimed at tackling the root causes of serious violence, including knife crime
- I will fulfil my role in the new Serious Violence legal duty, supporting CSPs and other partners to meet the requirements of the duty as well as monitor the effectiveness of local responses



Strategic Policing Requirement

Under the 2011 Police Reform and Social Responsibility Act I am required to have regards to the Strategic Policing Requirement (SPR) issues by the Home Secretary when issuing or varying my Police and Crime Plan.

The latest SPR issued the following national areas of concern, which must be addressed by each police force:

- Terrorism
- Threats to Public Order
- Civil Emergencies
- A Large-scale Cyber Incident
- Serious and Organised Crime
- Child Sexual Abuse

I recognise the importance of this element of policing and therefore as the Police and Crime Commissioner I will fully support the force with their responsibilities.



Finance

As with all forces across the country, the funding for the police remains challenging, unpredictable and complex. For instance, in 2011/12, 70% of the Force's funding came from Core Grant (central government funding) with the balance of 30% coming from the local precept (local council tax). At the commencement of 2021/22 this position has changed significantly with 58% of the total funding coming from Core Grant and 42% of funding now coming directly from the local taxpayer (and related grants).

During the same period the population of Leicestershire, Leicester and Rutland rose by 10.2%.

The Force continues to face increasing demand with limited resources, which puts obvious and significant strain upon the overall budget.

During the term of this Police and Crime Plan, I will ensure I maintain oversight of the police budget, present the finances of the force on the website to ensure complete transparency and make myself available for the Police and Crime Panel to maintain this extra level of scrutiny. I will aim to ensure a sustainable future for the Force, avoiding policies of boom and bust.

Chair of East Midlands

I am delighted to have been elected to serve as the Chair of the East Midlands Criminal Justice Board (EMCJB). Alongside the police, the criminal justice agencies work collectively with a common purpose and with stakeholders, to remove barriers, ensure the needs of victims, witnesses and those found

not guilty are met and that high standards of services are maintained, as well as tackling crime and reducing offending. The Board is a forum to co-ordinate and deliver an efficient and effective Criminal Justice System (CJS) across the East Midlands through partnership working.

During my time as Chair, I will work in partnership to deliver our ambition to:

- Improve service user and public confidence
- Provide an efficient and effective service
- Reduce crime
- Work to reduce re-offending
- Rehabilitate offenders
- Punish offenders
- Fair sanctions
- Protect the public and the communities we serve
- Provide victims with reparation
- Ensure that the system is just and fair, open and transparent

The EMCJB's mission statement is 'Working together to embrace the opportunities and benefits of digital working, including the use of video technology, across all parts of CJS'.

My aim is to make the communities of the East Midlands safer, stronger and feel more confident about criminal justice, and to improve the quality of life for everyone who lives and works in the area by providing, efficient, effective, value for money Criminal Justice Services. These aims are strongly linked to the 'Supporting Victims of Crime' element of my plan.

Working together, we will make
Leicester, Leicestershire and Rutland
safer for everyone who lives or works here.



Introduction

I want to thank the people of Leicester, Leicestershire and Rutland for putting their faith in me and my manifesto. My task now is to deliver on the promises that I have made. I am immensely privileged to serve the diverse peoples and communities of our city and two counties as their Police and Crime Commissioner. It is not a task that I take lightly, and I look forward to improving policing, enhancing crime prevention and boosting related services over the years to come.

I am proud to call Leicestershire home and proud that we have a police force and public committed to working together to make this the most fantastic county to live, work and visit anywhere in the country.

The public has a crucial role, via the Police and Crime Commissioner, in setting the local policing priorities and supporting the police in the fight against crime. We must aim to pass the standards set by the great Sir Robert Peel when he founded the modern police force nearly two centuries ago.

We have rural and urban communities spread across our city and counties, both with unique sets of problems relating to crime. Getting the right priorities that will keep a lid on crime, support victims and deter criminals is crucial. I believe that my fundamental duties are to cut crime, deter crime, have more visible, more local and more community policing for the city and counties that we love.

I believe that my Police and Crime Plan for Leicester, Leicestershire and Rutland is exactly what is needed to tackle the problems specific to our communities. I will seek to tackle the issues at the root cause.

I am also looking to work closely with the City and County Councils, charities and other representative and accountable bodies to provide the sort of crime prevention and victim support measures that our law-abiding citizens have a right to expect.

Working together, we will make
Leicester, Leicestershire and Rutland
safer for everyone who lives or works here.

The Police and Crime Plan

This Police and Crime Plan will set the strategic direction of the police force and related services in Leicester, Leicestershire and Rutland. I will ensure that the plan is reviewed every two years to ensure the strategic objectives and priorities still reflect the needs of all

our communities to take into account of new and emerging issues for crime and policing. I will be expecting the Chief Constable to develop a separate Delivery Plan for the city of Leicester which will detail the activity the police intend to do to achieve the objectives of this Plan.

I am clear about what I will require:

- I want more offenders caught, more crime prevented and to put policing back into all our communities
- I want partners who work with the police to be inspired so we can protect those at risk
- I want the police to be connected to the public to mobilise their community spirit
- I want the law-abiding public to regard the police as their friends and protectors
- I want more compassion and kindness shown to victims of crime and the most vulnerable in society
- I want officers and staff to be responsive to the needs of the law-abiding public as the police keep them and their property safe and secure
- I want our police to target those criminals who engage in unlawful activity and seek to endanger or disrupt the peace and safety of our communities
- I expect the force to look constantly for financial savings, value for money, and efficiency in all areas of the business to ensure that maximum funds are deployed where they are needed most – into the frontline
- I would like to see regular meetings between the Office of the Police and Crime Commissioner and rural stakeholders to remain in touch with problems affecting our rural communities

Officers and staff need strong and effective leadership. I want to see a creative and inspiring style of leadership that motivates the workforce and unlocks the potential across the force to create a culture of leadership at all levels. As the PCC I will make sure that the Chief Constable puts the morale, motivation, health and well-being, the equipment, support and leadership to officers and staff as their number one absolute priority. The welfare, training and leadership of our officers and staff must be paramount.



Commissioning and Partnership

The PCC has a crucial role in commissioning other services and working in partnership with other agencies to make a more sustained difference in the quality of lives of all our communities, particularly those people who are the most vulnerable, the most damaged or those people with the greatest need of support. For instance, I want to do more for domestic abuse survivors, improving their experience with the police, obtaining greater support for them, developing perpetrator intervention programmes and much more.

The Police and Crime Commissioner has a wider responsibility than those simply relating to the police force, namely:

- The delivery of community safety and crime reduction
- Enhancing victims' services
- The ability to fund and bring together Community Safety Partnerships at a force level
- A duty to ensure that all collaboration agreements with other local policing bodies and forces deliver better value for money and enhance the effectiveness of policing capabilities and resilience
- The enhancement of the delivery of criminal justice in their area



The Criminal Justice System

I believe these wider responsibilities are more critical than ever before. To protect from harm is my principle aim but it is equally important to try to do all that we can to prevent vulnerable people becoming offenders of the future, ensure we create an environment where people can be rehabilitated or participate in restorative justice.

I believe the role of PCC is to be a strong advocate for justice on behalf of our local communities. I will be their voice. I will challenge when it is clear fair justice is not being administered. I will challenge the force and wider criminal justice system if victims are being let down. This is my duty and a responsibility I will not shirk.

Our police are our protectors and those who assault them, indeed any of the emergency services should know that I believe they should be facing the severest of penalties.

I want to be a PCC who will strengthen our local policing, remaining on the front foot when tackling criminals who blight our lives. I want to protect the vulnerable, helping victims cope and recover from the effects of crime and abuse and develop plans to improve our approach. These measures will give greater opportunity for a fair and just society.



Governance and Accountability

One of my primary responsibilities is to hold the Chief Constable to account for how policing services are delivered. I want our police force to be regarded as one of the top forces in the country and the service we provide to local communities needs to be as good as it can be.

As your elected representative and voice of the community, I will be relentless in my scrutiny and governance of the force. This is not about trying to catch the force out but about helping the Chief Constable to drive up standards.

I will be working with the Chief Constable to develop a governance and accountability mechanism which enables me to challenge, check, test and scrutinise in the most efficient and streamlined way.

My main areas of scrutiny will be aligned to this Police and Crime Plan, wider force performance, threat, risk and harm, areas for improvement identified by formal inspections and importantly how the police budget is deployed.

I will also be meeting with the Chief Constable on a weekly basis to discuss the progress of the force, emerging issues and shorter-term strategic issues which may need addressing.

I will be publishing information and data on the Police and Crime Commissioner website at the earliest opportunity during my tenure to ensure complete transparency.

For the purposes of transparency, but with the exception of exempted decisions, a copy of all the decision-making submissions, together with a record of the decision made will be published on the OPCC website.

This will enable members of the public and the Police and Crime Panel members to have access to the decision-making function of my role.

Working together, we will make
Leicester, Leicestershire and Rutland
safer for everyone who lives or works here.

Visible Policing

Because Visible Policing is Effective Policing

I intend to make sure that Leicester, Leicestershire and Rutland's (LLR) police officers and staff are more visible in order to actively deter criminals, prevent crime and provide more reassurance to residents. Community policing is the bedrock of

British policing. It reduces the fear of crime, it enhances trust and confidence and puts policing back into our local areas. I will put more police into our communities to cut crime and catch criminals and ensure that the police adopt tactics to maximise their visibility.

I recognise that in order to reduce the fear of crime we need to make our streets safer.

- I will ask the Chief Constable to continually review where resources are placed across the force in order to ensure maximum effectiveness and long-term sustainability
- I will ask the Chief Constable to move towards making Rutland a Local Policing Unit (LPU) in its own right, with personnel, resources and facilities set at an appropriate level and provided by Leicestershire Police to meet the needs of Rutlanders in cooperation with Leicestershire Police
- I will ensure information about the Force and Police and Crime Commissioners budgets are accessible via the website
- I will ask the Chief Constable to create a larger force of Special Constables in LLR, recruited from our local communities, dedicated to local communities, working within local communities and seen as being part of communities
- I will conduct an examination and review of the police estate so that buildings and the working environment are more accessible to local people, reflects a modern style of policing and supports a culture of openness, transparency and value for money

■ I will support the Chief Constable with effective policies on Stop and Search, use of spit guards and the targeting of the most serious and prolific offenders to put more offenders before the courts

■ I will ask the Chief Constable to develop a strategy to improve the engagement and communication between the public in LLR and the police, for example, putting the names of local neighbourhood police officers and police community support officers onto our website

■ I will work with the Chief Constable to develop a plan for LLR so that the force increases its channels of communications with the public

■ I will ask the Chief Constable to allocate a liaison officer to each school to portray a positive image of the police and of police officers to our younger citizens and to help support diversionary and preventative strategies to help prevent young people being bullied, exploited or lured into a life of crime

■ I will ask the Chief Constable to increase the reach of the police towards children of primary school age to help educate and nurture them to support their development and raise awareness of personal and community safety

These actions mean the force will be better equipped to deal with crime and anti-social behaviour. This will enable the force to keep people safe, target those people who are engaged in criminal activities. Most importantly it will take our communities and staff with me.

Working together, we will make
Leicester, Leicestershire and Rutland
safer for everyone who lives or works here.

Urban Policing

Because our City Deserves Robust Policing

Policing an urban area such as the centre of Leicester brings its own challenges. With thousands of visitors from outside the city every day, a highly active night time economy and busy retail areas, Leicester attracts all sorts of human activity – sadly including crime.

Some types of crime are particularly high in the city compared to rural areas. Others are of particular concern to certain elements of our diverse community. We must recognise that policing needs to be adapted to meet the needs and expectation of our diverse communities.

We must develop our policing strategies so that it reflects the dynamics, demographics and environment so that it is not a one size fits all.

We will ensure our resources are aligned to the highest threat, harm and risks we face so that we have a streamlined and efficient response to the ever increasing demands the police and public services face.

Crime driven by alcohol and drug misuse is a particular concern in our city so we must deal with this head on.

- I will lobby Her Majesty's Government for tougher sentences for people who carry or use knives
- I will ask the Chief Constable to further develop a night-time economy strategy which drives down violence and makes our streets and premises a safe place to be
- I will work with the Chief Constable to ensure the names of the dedicated neighbourhood officers are publicised and known to businesses and residents within the city centre and surrounding areas
- Proceeds of crime-seizures and money will be reinvested into the investigation and prevention of a wide variety of offences, such as modern-day slavery and other priority areas and illegal working practises
- I will ask the Chief Constable to maximise existing online reporting capability to ensure a more efficient and cost-effective way to manage crime
- I will ask the Chief Constable to continue to be fully engaged in the licensing process for licensed premises with a view to reducing alcohol related offending
- I will ask the Chief Constable to work with partners to reduce crime and the fear of crime on our public transport systems
- I will support the work the Chief Constable is doing to reduce the scourge of drug misuse, the trafficking of drugs into our city and the combatting of the county lines network
- I will ask the Chief Constable to work with our regional law enforcement colleagues to maximise the effectiveness of our joint intelligence so that we are able to target the most serious and prolific offenders
- I will ask the Chief Constable to continue to maintain a strong focus upon those criminals who are engaged in the illegal supply and distribution of drugs through County Lines

These actions will reduce crime and reduce the fear of crime. It will enable the police to reinvest our finances and resources in areas where the most vulnerable need us most in order to do all that we can to prevent young people from entering a life of crime.

Working together, we will make
Leicester, Leicestershire and Rutland
safer for everyone who lives or works here.

Rural Policing

Because our Countryside Matters

Our rural areas in Leicestershire and Rutland require robust policing. Hare-coursing, burglary, dangerous driving, fly tipping, farm robberies, and church lead thefts blight our villages and farms. I will put in place a Rural Policing Plan and provide resources to tackle the crimes that affect our countryside.

Because our countryside matters

- I will ask the Chief Constable to ensure the force is structured to provide an outstanding response in Leicestershire and Rutland to rural criminality and wildlife crime
- I will ask the Chief Constable to dedicate rural crime teams to the rural areas of Leicestershire and Rutland
- I will ask the Chief Constable to update the reporting system to include specific rural concerns such as hare coursing, unlicensed fishing, fly grazing, trespass, livestock worrying, livestock butchery etc.
- I will ask the police to work more proactively and visibly in partnership with parish councils, neighbourhood watch groups, community speed watch and volunteers to enhance and formalise our approach to crime prevention
- I will ask the Chief Constable to develop a Rural Crime Strategy to ensure the force works seamlessly to support farmers and other rural businesses to protect their buildings, land, crops, livestock, animals and equipment
- I will ask the Chief Constable to look at the Mounted Volunteers Scheme and develop other innovative ways to mobilise our rural communities in the fight against crime
- I will work with Leicestershire and Rutland County Councils to protect homes and businesses across the county
- I want police officers, staff and volunteers to work seamlessly together; I will hold the Chief Constable to account to ensure the force significantly increases the number of watch schemes
- I will ask the Chief Constable to ensure 101 call handlers are fully trained so they properly understand the impact of rural crime; this is to ensure the initial response from the police is professional and engenders trust and confidence
- I will ask the Chief Constable to ensure policing resources in the counties such as more marked rural-appropriate 4x4 vehicles across the Leicestershire and Rutland policing areas
- I will ask the Chief Constable to develop a team of specials to be dedicated to policing rural areas to work alongside rural crime teams across Rutland

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Rural Policing continued

■ I will work with the Chief Constable to develop a set of minimum standards for service delivery in all areas of the force but will include standards specific to rural communities

■ I will work with stakeholders in the community such as local councillors, parish councillors and other accountable community leaders to create a formal mechanism for meaningful dialogue to meet rural community needs and expectations. This will include working closely with Leicestershire and Rutland County Councils across the whole range of provision by the police and PCC

■ I will work with the Chief Constable to refresh and develop an estates strategy which will increase the police footprint in Leicestershire and Rutland. I will reopen a police station accessible to the public in Rutland to assist with supporting greater police visibility across the county

■ I will develop a mobile technology strategy which will enhance the visibility of officers and staff in rural areas

■ I will champion our volunteering schemes in Leicestershire and Rutland and seek to increase the community contribution by 25% to include:

- Making it easier to set up schemes in local areas
- Improving communications, accessibility and information sharing between the police and partners on quality-of-life issues in the local area so schemes are well informed about police and partner
- Developing ways to make schemes have more impact in their communities
- Develop an investment plan in equipment for distribution in local areas such as speed guns or more community vehicles etc.

■ I will champion Community Speed Watch initiatives in Leicestershire and Rutland by investing in equipment, training and force support

These actions will give a strong voice to our rural communities. My commitment to all communities must not be divisive or create inequality of service delivery. Our rural areas will feel more valued and listened to and most importantly send a clear message to criminals that they should stay away from our countryside.

Working together, we will make
Leicester, Leicestershire and Rutland
safer for everyone who lives or works here.

High-tech Policing

Because Technology can take our Force to the Next Level

I want our police to have the best equipment, the most up to date technology and the most modern tools so they remain on the front foot when catching criminals and the most sophisticated offenders.

I will ensure that officers and staff have access to the IT they need to carry out their duties. I want the force to upgrade technology and equipment to support officers/staff and the environment. I will

nurture and encourage innovation, creativity and imagination so we can operate in an environment of continuous improvement.

I will not constrain our thinking about how we will protect our communities in a more sustainable way. As the PCC I will aim to cut pollution, reduce the police carbon footprint, maximise the opportunity to use renewable energy and make sure we use our police land to help care for our wildlife.

Leicester, Leicestershire and Rutland Police can make a difference.

- I will undertake an urgent review of the police vehicle procurement policy to see if it is possible to purchase replacements that are more environmentally friendly than the current vehicles
- I will ask the Chief Constable to develop a strategy to increase the number of electric and hydrogen police vehicles so they are able to be deployed as soon as realistically possible
- I will review the police estate to ascertain the potential to install solar panels on police buildings to reduce the police carbon footprint and ensure we minimise waste and increase recycling

■ I will ask the Chief Constable and the force to reduce unnecessary travelling by changing the culture of how we do our business, taking the learnings of the global pandemic to communicate and meet through improved use of technology

■ I will enhance performance by ensuring technology enabled information, data and intelligence is at the fingertips of all the police officers and staff

■ I will work with our partners to explore opportunities for better communication for the benefit of our local communities; sharing information is often a barrier in fighting crime and keeping people safe but I will do as much as possible to improve this position

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High-tech Policing

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- I will work towards ensuring the force has the most modern technology to prevent such crimes as cyber-crime and online child abuse; and to support the reduction of online bullying and anti-social behaviour
- I will ask the Chief Constable to work closely with other government agencies, such as the Border Force and the National Crime Agency to tackle the rise of vehicle and livestock theft and smuggling
- I will ask the Chief Constable to have due regard for the need to work across county lines in many rural areas, and to encourage information sharing and co-operation across County boundaries
- I want to see an expansion of the force's drone capabilities
- Tasers will not be rationed for uniformed officers – I will ask the Chief Constable to develop a plan so that every officer who wants to carry one and who has successfully completed the necessary training will have access to one
- I will conduct a review of the technology being used in the force so that I am able to ensure the force is equipped to be as high-tech and innovative as possible. We will plan for the next generation technology to future-proof our services
- I want to see improvements in the use of mobile technology, the use of data and digital solutions

These actions will unlock the potential of the force through technology; it will improve the force response to crime and anti-social behaviour and enable them to target the most serious and prolific offenders. Communities will be safer and the environment will be cleaner.

Working together, we will make
Leicester, Leicestershire and Rutland
safer for everyone who lives or works here.

Local Neighbourhood Policing

Because People live in Neighbourhoods

Neighbourhood officers in Leicester, Leicestershire and Rutland should be our best officers and staff who are equipped and trained to a high level. They need to be influential, effective and visible and exemplary at communicating and consulting with the community.

LLR officers and staff will inspire and motivate local people and partners, will be dedicated and accessible to the diverse communities that they serve, know who the local criminals are, build up the local intelligence picture and provide reassurance to local people.

- I will work with the Chief Constable to increase the status of local neighbourhood officers in Leicester who are very often doing an incredibly difficult role; I will ensure they have a local identity of which they can be proud

- I will work with the Chief Constable to encourage neighbourhood officers to stay in their local communities for at least two years to be able to capitalise on their local knowledge and reliable relationships with stakeholders and the public

- I will work with the Chief Constable to ascertain how the police will improve the training of local officers and staff, ensure they have the correct skills and personal qualities, are technology competent and have a sense of belonging to the local communities as well as be identifiable by their local communities

- I will ask the Chief Constable to develop a strategy and delivery plan for neighbourhood policing so there is an operational plan for each of the areas across the force

- All residents in LLR will be treated professionally and fairly in line with their needs, with sensitivity and respect regardless of their background. To this end, I will put in place quality-of-service surveys so that we see regular and consistent improvement in policing to communities

These actions will bring our local policing to life, energise relationships with the public in our diverse communities, create community spirit and boost community value by working together, which will in turn improve trust and confidence in our police.

Community Policing

Because the People should have a Voice

I want to help create a police force that is renowned for the way it communicates with the public, employees and our partners. When people ring the police or come into contact with our officers and staff, I want them to feel as though they have had a high-quality service, they have confidence in them and most importantly they trust the police.

I want to ensure we have the channels of communication which meet the needs of all our diverse communities.

Throughout my tenure I will do all that I am able to keep listening to all our communities so that I am able to help tailor the service which meets the public expectations.

In order to achieve this aspiration, we will continue to improve our communication with the public.

- I will ask the Chief Constable to look at communications across the force so that improvements can be made; I will require better two-way communication as well as keeping people informed of operational activity if appropriate
- I will ask the Chief Constable to ensure that there is regular reporting to City and County Councillors and other accountable community groups by local officers
- I will work with the Chief Constable to harness the support of local people, including through better use of social media to support the police
- I will do all that I am able to support and protect our ecology and local wildlife by developing our approach to police estate management
- I will work with partners and other youth engagement agencies to help divert young people away from a life of crime
- I will work with the Chief Constable to develop a communication strategy to reach out more effectively to the public, including the use of technology to enhance and develop technology-based public communication and consultation channels

- I will be one of the most accessible PCCs so that communities can hold me to account and influence the policing approach; I will regularly host public meetings, surveys, visits and other activity to listen, learn and respond
- I will ask the Chief Constable to ensure that 101 calls and other services are accessible and fit for service particularly relating to business and rural crime, especially in emergencies
- I will seek to ensure that each beat produces a monthly bulletin for distribution to councillors, community leaders, neighbourhood watch groups and others
- The police and OPCC will work to ensure free and fair elections as these are essential to the proper functioning of our democratic society
- I will work with the Chief Constable to find a way for neighbourhood officers to be able to capitalise on their local knowledge and reliable relationships with stakeholders and the public
- I will ask the Chief Constable to develop a strategy and delivery plan for neighbourhood policing so there is an operational plan for each of the areas across the force
- I will ask the Chief Constable to review the access to the police to ensure it is as easy and seamless as possible for the public

These actions will increase confidence and provide reassurance to our communities through effective communications and engagement with our public.

Working together, we will make
Leicester, Leicestershire and Rutland
safer for everyone who lives or works here.

Protecting Business

Because we need to Build Back Better

Business crime destroys jobs, undermines communities and reduces prosperity. We need to make sure our response to business crime is exactly what people require. There are now many ways businesses can be ruined.

These may include organised crime gangs targeting them, local criminals preying on them or international villains engaged in cybercrime who are no longer constrained by national or international boundaries.

- I will ask the Chief Constable to develop a role of dedicated business crime leads to build better relationships with business for each area of the force

- I will develop a dialogue with businesses to ensure they are engaged in identifying and resolving local problems

- I will ask the Chief Constable to develop a problem-solving approach to business crime to reduce crime in high demand areas

- I will ask the Chief Constable to work with businesses to train and develop their staff to enable them to safely intervene, challenge and prevent crime from happening

- I will ask the Chief Constable to improve channels of communication for the reporting of business crime and intelligence

- I will ask the Chief Constable to improve online reporting capability to create a more efficient and cost-effective way to manage crime

- I will ask the Chief Constable to develop a cadre of specialist business cybercrime officers to help educate and protect businesses

- I will develop stronger business relationships to work more effectively together with the police to tackle online cyber and more traditional crimes

- I will ask the Chief Constable to continue to provide foot patrols in high-footfall retail areas to deter retail crime

- I will ask the Chief Constable to identify national best practice or innovation from other forces to drive down crime, particularly related to organised theft of heavy farm or manufacturing equipment

These actions will help us protect business and our local economy.

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Curbing Violent Crime

Because Peaceful Communities are Safer Communities.

Tackling violent crime requires bold action against those who use violence and to address the underlying causes of violence in our society. Early year settings, schools, families and communities need to be

centre-stage to this work given the invaluable role they all play in creating the conditions that we know prevent children and young people getting involved in violence.

- I will work with partners to share data about the extent, nature and causes of violence so that the right interventions can be deployed at the right time and in the right place and reach those most at risk
- I will do all that I am able to ensure interventions reach young people already affected by violence in the places they are most likely to accept support
- I will support the partnership investment in community responses to preventing and reducing serious violence
- I will work in partnership with all other agencies and communities to maximise the opportunities to reduce crime and anti-social behaviour; I will ensure I hold the Community Safety Partnerships (CSPs) to account and that accountability will be commensurate with the funding offered from my office
- The PCC has a power of accountability over CSPs and must encourage joint working on mutual priorities, and ensure that the PCC priorities are tackled at the local level, and the CSP priorities are reflected and resourced

- I will work with partners, including the City and County Councils and Community Safety Partnerships, in delivering on the PCC's prescribed role to provide support with the development and implementation of strategies as well as monitoring the effectiveness of them. I will ask for a particular emphasis on violence against women and girls
- I will advocate strong evidence-based policing based upon what works, academia and national best practice
- I will ask the Chief Constable to ensure the force is able to identify victims and those at risk of victimisation to develop safeguarding strategies
- I will ask the Chief Constable to identify those offenders who present the highest risk and act robustly to reduce their offending
- I will work with the Chief Constable and other stakeholders to support the victim's experience through the criminal justice system
- I will work to ensure that those at risk of a life of crime can be identified so that intervention and rehabilitation services can be commissioned and be effective

These actions will create greater coherence and help develop a longer-term strategy to reduce violence and enable our collective efforts to protect people from harm.



Supporting Victims of Crime

Because Victims Matter

I will ask the force to be outstanding at responding to and preventing domestic abuse, sexual offences, exploitation, modern day slavery, hate crime and abuse of the elderly.

- I will commission victim's services to ensure victims of crime are provided with exemplary support at a time of crisis
- I will ask the Chief Constable to ensure the force culture and service delivery results in a victim-centred approach
- I will ask the Chief Constable to develop a suite of operational approaches to protect vulnerable people who are exploited by ruthless crime gangs
- I will ask the Chief Constable to develop a suite of operational approaches to identify and target the most prolific and serious offenders to tackle the harm caused by burglary, drugs and knife crime

- I will ask the Chief Constable to develop tactics to guarantee a quality of service to tackle domestic abuse including more use of body worn cameras, domestic violence protection orders/notices and perpetrators programmes designed to change offender behaviours;
- I will work to develop a partnership response to reduce the harm, risks and costs of domestic abuse, child abuse and exploitation (including child sexual exploitation), serious sexual offences, trafficking and modern-day slavery and 'Violence Against Women and Girls' (VAWG), which keeps victims safe from future victimisation
- I will ensure more emphasis on prevention through initiatives such as SWAN funding
- I will aim to reduce the incidents of VAWG and improve feelings of safety in public spaces at night, including in the night-time economy

These actions will ensure the most serious offenders are targeted so that they have a very real fear of being caught for their crimes.

Working together, we will make
Leicester, Leicestershire and Rutland
safer for everyone who lives or works here.

Partnerships, Collaboration and Joint Ventures

Because a Burden Shared is a Burden Reduced

The modern era of British policing means that the demands we face are ever more stretching, diverse and complex. In order to be able to effectively respond to those complexities we have to join forces with other agencies, fire services and law enforcement organisations and deepen our ties with our Community Safety Partnerships to increase our capacity and capability so that front line policing in our local areas can remain strong.

The relationship at a local, regional and national level remains resilient and I will do all that I am able to support this crucial part of our policing requirement.

These partnerships and joint working have stood the test of time and we will support them so they can flourish to enable us to tackle the sophisticated crime networks which blight our society.

- I will continue to support the force and the work undertaken by our Regional Organised Crime Unit to ensure we are able to continue to identify, disrupt and dismantle organised crime groups who are operating in the region
- I will continue to support the regional collaborations that increase the force's capacity and capability to tackle the most serious offenders
- I will continue to look at opportunities for the Chief Constable and OPCC to work with other forces and criminal justice agencies to improve the response to crime and quality-of-life issues
- I will work with and challenge all the criminal justice partners to ensure that we improve our collective service to the public
- I will help develop a set of strategic and operational objectives for all parties within the Criminal Justice

Board, define what is required and agree on the activities to deliver them in relation to Professional Standards Department (PSD) investigations

- I will work with the Chief Constable to develop a performance strategy within the PSD so that officers and staff are dealt with equitably, fairly and in a timely manner
- I will ask the Chief Constable to ensure the timeliness and review of case files for charging decisions, as set out by the Crown Prosecution Service Directors Guidance, is a priority
- I will ensure that I scrutinise the performance of all the parties within the Criminal Justice Board to ensure the service to victims, witnesses and the public is of a high quality
- I will ask the Chief Constable to improve the quality of files submitted to the Crown Prosecution Service

These actions will increase the capacity and capability of the force to enable them to be able to effectively respond to the ever-increasing demands facing the service. Creating a partnership and collaborative approach means that local officers and staff are freed up to deliver local policing.

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Protecting our Personnel

Because High Morale creates Dynamic Policing

There are many ways to increase the capacity, capability and productivity of our police force. I am committed to maximising and increasing the policing in our areas so I will be encouraging more team work, collaboration and working in partnership. I want to see more co-operation between the police, local authorities and other agencies.

I want to ensure that our police officers and staff feel confident, supported, trusted

and empowered to make a difference. The health and wellbeing of officers and staff is very important to me. It is really simple; a healthy and vibrant force will mean a more productive and effective force.

I want the police to be on the front foot when tackling criminality and those dangerous people who jeopardise our safety.

- I will ask the Chief Constable to develop a performance strategy so that I am able to ensure that the officers and staff are dealt with equitably, fairly and in a timely manner

- I will work to make the occupational health and wellbeing services as modern, effective and high quality as possible

- I will ensure my accountability and monitoring of the Chief Constable and the force is transparent and open to scrutiny by the public via the Police and Crime Commissioner's website

- I will ask the Chief Constable to ensure the officers and staff are among the best equipped, skilled and trained in the country

- I will maintain a focus upon leadership and hold the Chief Constable to account for the quality of leadership of all leaders under his/her command

- I will ask the force to manage, monitor and improve the moral and motivation for all colleagues in the force

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Protecting our Personnel_{continued}

- I will scrutinise the Chief Constable on the methods used to reduce crime in all the key crime categories (which will be agreed with the Chief Constable) and increase the detection rates for the key crime categories
- I will ask the Chief Constable to maintain the accuracy of crime and incident recording

- I will ask the Chief Constable to develop an effective strategy so that the force can understand, measure and improve the quality of service it provides to victims and witnesses
- I will develop a programme for hosting and training interns and create work experience opportunities for young people

These actions will improve the capacity and capability of Leicestershire Police to help them deal with the insatiable demands they are facing. Greater partnership, collaboration and interagency working will help create solutions for wicked problems of today but will make our streets and homes safer in the future.

Getting the Most out of our Partnerships

Because Co-operation needs to be Effective.

Partnership should be at the core of developing sustainable crime reduction plans, improving people's lives and making communities safer.

I believe the police should adopt a collaborative style, integrate services

and build equitable and trusting partnerships. Our most important and productive partnership should be with the local communities so we collectively work together to improve the quality of people's lives.

- I will ask the Chief Constable and partners to ensure multi-agency safeguarding is a priority for all involved; it is only through a co-ordinated response that we can catch the criminals who prey on our young people and the vulnerable
- I will help equip these community groups with the support, training and resources that they need to operate effectively
- I will work with partners and the Chief Constable to ensure victims of crime are better supported through specialist services
- I will develop a strategy which will enable my office and the force to positively respond to the Government Review of the Role of Police and Crime Commissioners
- I will work with the police and our partners to create a seamless, simplified and coordinated approach to divert as many people as possible away from harmful lifestyles

- We will work closely with the City and County Councils and Community Safety Partnerships to seek to achieve our shared aims
- I will work with the force and our partners to create organisational partnership structures which are led from the top, streamlined and built upon the principle of delivery
- I will ask the Chief Constable to develop sustainable strategies for the reduction of crime and anti-social behaviour through our effective Community Safety Partnerships
- I will ask the Chief Constable to develop a problem-solving approach so we will develop improved inter-agency intelligence sharing, evidenced based interventions and a more joined up approach with our communities
- I will ask the Chief Constable to develop a more sophisticated approach to problem solving, developing an understanding of how to create plans with all our partners, communities and volunteers

These actions will ensure there is a collective approach to developing long-term sustainable solutions to quality-of-life issues. Making a difference with the community and our partners.