



**POLICE & CRIME
COMMISSIONER**
for Leicestershire

Your voice in Leicester,
Leicestershire & Rutland

THE POLICE AND CRIME PLAN

LEICESTER, LEICESTERSHIRE AND RUTLAND 2013 - 2017

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Section 1 - My Vision



I am extremely proud and honoured to have been elected as the first Police and Crime Commissioner for Leicestershire. It is my vision that Leicestershire Police will be ranked amongst the most effective police forces in the country. I want to see the Force continuing to drive down crime significantly and, by doing this, increasing the safety and security of the residents of Leicester, Leicestershire and Rutland.

This vision is entirely achievable. Despite reductions in budget (and Force size) during recent years, crime has continued to fall across our area; the Chief Constable and Leicestershire Police must take great credit for this. Just as importantly, the Force already has an excellent reputation for working both with our communities and with our partners who play their own critical part in helping to reduce crime and tackle the issues that matter most to you. I expect this trend to continue. And I will do all that I can to assist, not least by reinforcing a police culture of dynamism, fairness and professionalism which will be trusted by residents, feared by criminals, and firmly embraced with pride by officers and staff. I will also continue to reinforce my commitment to recognising the diversity which exists within our communities, ensuring we meet the needs of everyone.

The Chief Constable and I have already formed a close working relationship, and I fully support his 'Our Duty' Mission Statement, which is:

“To protect our communities by focussing on:

- **Dealing with those who cause most harm**
- **Protecting vulnerable people**
- **Effectively deploying our people**
- **Working with partners to solve locally identified problems**
- **Trusting our people to use their judgement to make good decisions**
- **Ensuring effective and efficient use of resources”**

Working with the Chief Constable, I will ensure an efficient and effective Force, where resources are focussed, configured and used in such a way as to provide the best possible value for money. Critically in this, I look to – and indeed expect – the Chief Constable to encourage, recognise, reward and spread excellence throughout the Force.

And lastly, on your behalf, I will listen, decide, and then act in an open and even-handed manner. I will serve each and every resident of Leicester, Leicestershire and Rutland without fear or favour – and I will be seen to do so. In summary, I will be a Police and Crime Commissioner for all. That is why, in this Plan, I have set clear priorities for the Chief Constable according to your expectations and demands; I will hold him to account for their delivery.

Sir Clive Loader
Police and Crime Commissioner

Section 2 - The Policing Protocol

As the elected Police and Crime Commissioner (PCC) for the Leicestershire Force area, my responsibilities are set out in the Policing Protocol Order 2011. This protocol is issued in accordance with the requirements of the Police Reform and Social Responsibility Act 2011 through which my role as PCC was enacted.

I am responsible for the totality of policing within Leicestershire and I will hold the Chief Constable to account for the operational delivery of policing, including the Strategic Policing Requirement (see section 4.2).

I am responsible for setting the strategic direction and objectives through the Police and Crime Plan ("the Plan") and to decide both the budget and the allocation of assets and funds to support the Plan. I expect the Chief Constable to demonstrate how he will deliver my vision and strategic priorities as set out in this Plan, within his own delivery plan.

The Plan covers the whole of my term in office but must also be a living document that is reviewed and considered against emerging threats and opportunities. I will ensure this happens and I expect to re-issue it on, at least, a yearly basis to capture changing priorities.

I have made a commitment to listen and to respond promptly to the people of Leicestershire. Since taking office we have responded to around one hundred public contacts each week.

I also expect all officers and staff of Leicestershire Police and the Office of the PCC (OPCC) to abide by the 'Nolan Principles' (as set out in the "Standards of Public Life") and to act with:

Selflessness: Making decisions based in terms of public interest without fear, favour or prejudice.

Integrity: Being above undue or corrupt influences due to financial or other obligations to outside organisations or individuals.

Objectivity: Making decisions and appointments based on merit and evidence.

Accountability: All staff and officers must be able to account for their decisions and actions to the public and submit themselves to whatever scrutiny is appropriate to their office.

Openness: All staff and officers must be as open as possible, giving reasons for their decisions and restricting information only when it is in the wider public interest to do so.

Honesty: All staff and officers must be honest and ensure they do not have any private interests relating to their public duties that might cause conflict.

Leadership: All staff and officers should promote and support these principles through leadership, thought, word and deed.

I will continually seek to assure myself that these principles are being adhered to through the scrutiny processes I have described in section 6 of this plan.

Section 3 - Policing in Leicester, Leicestershire and Rutland

Leicestershire Police is one of the oldest police forces in Britain, stretching back more than 176 years, with the first force – Leicester Borough Police – being established in 1836. Separate forces for the County and Rutland were formed a few years later and, in 1967, combined to create one police force.

Sir Robert Peel is credited with the founding of the modern police service setting out the principle that “the police are the public and the public are the police”. This principle still holds true today and, as your elected representative, I will ensure the police operate without fear or favour, so that they continue to work with the consent and help of the public.

I take office as PCC at a time when the police as a public service face some significant challenges, including the effects of the economic downturn, a rise in the number of protests across the force area, and the complexities of policing new and diverse communities. The Chief Constable has already put in place measures to protect communities from harm, including often unforeseen and invisible threats such as terrorism and serious/organised crime.

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



Section 3 - Policing in Leicester, Leicestershire and Rutland

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

- 702,000 calls into the call centre
- 68,000 crimes
- 29,144 anti-social behaviour related incidents
- 7,083 adult safeguarding referrals*
- 18,500 child safeguarding referrals*
- 374 planned events and policing operations
- 251 armed deployments

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

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

The Special Constabulary is an integral part of policing in Leicester, Leicestershire and Rutland and, in the past year, they have volunteered (and completed) 79,888 hours of patrol. This is equivalent to 1,997 working weeks or an additional 41 full time officers patrolling our communities. I recognise the vital role they play in supporting policing across the counties and city, and I am keen to see this level of commitment continue. I express my thanks now to all those who give their time to policing in the Special Constabulary. I am determined that their role, and their already strong history of service, will continue to grow. For this reason, I support the Force target to increase the Special Constabulary by 33% from 300 to 400 officers by 2016. I also fully support the existing Leicestershire Police equality objective to continue to work towards a representative workforce which is reflective of the local community. Therefore, I encourage new colleagues from across the community, from minority and underrepresented groups.

Supporting the police on each neighbourhood are teams of volunteers who give their free time to support their colleagues by getting involved in crime prevention initiatives, arranging meetings for the neighbourhood, staffing enquiry desks at police stations routinely closed to public enquiries, monitoring CCTV and many other activities. Leicestershire Police have a strong history of working with volunteers and have won the National Policing Improvement Agency "National Volunteer Team" award for the past 4 years (with Blaby Volunteers winning it in 2009, 2011 and 2012 and Wigston Volunteers winning it in 2010).

Section 3 - Policing in Leicester, Leicestershire and Rutland

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

Three teams of visitors currently visit custody suites at Beaumont Leys, Euston Street, and Keyham Lane police stations. Each team has the target of undertaking a minimum of one custody visit per week. The scheme in place was successful in October 2012 in achieving the Investors in Volunteers accreditation, being one of only three schemes in England and Wales to receive this award. I look forward to maintaining this high standard in future years.

3.1. The Diversity of Leicester, Leicestershire and Rutland

The policing requirement varies from one community to another and from rural areas to towns and city centres. I recognise the socio-economic differences that exist across the force area, both between and within communities. With some of the most deprived areas alongside some of the most affluent. This plan ensures the right balance between policing in Leicester, Leicestershire and Rutland and you can expect a high quality of service and response wherever you live and no matter your circumstances.

The following highlights some key areas of difference in the demographics of Leicester, Leicestershire and Rutland. Leicestershire Police have to be able to respond to the differing needs of the areas it polices and to understand the challenges this brings.

Leicester

Leicester is now the most populous urban area in the East Midlands. Leicester residents come from over 50 countries from across the world, making the city one of the most ethnically and culturally diverse places in the UK.

- 49% of the population are black or minority ethnic, whilst 51% are white
- Of the 34% (111,000) of residents in Leicester who were born outside of the UK, just under half (53,000) arrived between 2001 and 2011
- 32% are Christian, whilst 19% are Muslim, 15% are Hindu and 23% state they have no religion
- 130 languages or dialects are spoken
- 27% are under the age of 20
- 15.5% are over the age of 60

Section 3 - Policing in Leicester, Leicestershire and Rutland

Leicestershire

Leicestershire is a mix of urban, suburban and rural areas. The eastern side of the county is mainly rural, with small villages and market towns, whilst the north and north-west is more urban. The population of Leicestershire is ageing. Whilst this is not unique, it is ageing faster than regional and national averages and this trend is expected to continue.

- 91% of the population are white, whilst 8% are black or minority ethnic
- 60% are Christian, whilst 2.8% are Hindu, 1.3% are Muslim and 27% state they have no religion
- 23.5% are under the age of 20
- 24.5% are over the age of 60
- One in twelve households are headed by a lone parent

Rutland

Rutland is geographically the smallest county in England, with the smallest population of any unitary authority. It is largely rural with a low density of population.

- 94% of the population are white, whilst 6% are black or minority ethnic
- 79% are Christian, whilst 0.3% are Muslim, 0.2% are Buddhist and 13% state they have no religion
- 24% are under the age of 20
- 28% are over the age of 60
- 7% of the population moved into the area, whilst 7% of the population moved out of the area in 2009

3.2. Commitment to Equality and Human Rights

Leicestershire Police have a long standing commitment to equality, diversity and human rights. There is a strong emphasis on working towards a police service that not only recruits police officers and police staff from the different communities within Leicester, Leicestershire and Rutland but also equips them to meet the needs of communities in the future. By working with partner agencies, voluntary organisations and communities I am confident that Leicestershire Police will continue to improve the service they provide to all communities.

Over the past year, Leicestershire Police have been nationally recognised by a number of leading equality bodies. These include Stonewall, Opportunity Now, Race for Opportunity and the Business Disability Forum. The following outlines the progress made:-

a) Stonewall

The Stonewall Workplace Equality Index is a benchmarking tool for UK employers in terms of lesbian, gay and bisexual equality. In 2012 Leicestershire Police achieved a place in the top 100 list of gay-friendly employers.

b) Opportunity Now and Race for Opportunity

These are diversity assessment tools which provide participating organisations with sector specific performance data, constructive feedback and action plans in relation to race and gender equality. In 2012 Leicestershire Police was awarded a gold grading in both the benchmarking surveys and placed in the top 10 public sector organisations in the country. Leicestershire was the only police force to achieve a place in the top 10 for both race and gender equality.

c) Business Disability Forum

The Disability Standard is a benchmarking tool for disability. In 2012 Leicestershire Police came in the top 10 employers (7th place) within the private and public sector in recognition of the commitment demonstrated to disability equality in a number of key business areas.

d) Royal National Institute for the Blind College in Loughborough

Leicestershire Police received the Partnerships for Employment Award 2012 from the RNIB College in Loughborough. This was for the outstanding contribution made in relation to the employment of people with disabilities. Leicestershire Police have won this award for the last 6 years.

I also expect Leicestershire Police to deliver on the equality objectives they have set for themselves and to pay due regard in everything they do of the need to:-

- Eliminate discrimination, harassment and victimisation
- Advance equality of opportunity
- Foster good relations between different communities

I will monitor the progress in this area and I sit on the Chief Constable's Strategic Board on Equality and Fairness to enable me to do this. I am also always open to feedback from all communities and will do all that I can to ensure that everyone feels they are treated with dignity and respect.

There is also a necessity in all the targets that I have set for Leicestershire Police to understand the experiences of different communities across the city of Leicester, Leicestershire and Rutland. In doing this they will be able to identify if there are differences in satisfaction rates and then identify work which can close those gaps.

Section 4 – The Police and Crime Plan Journey and Priorities

Under the Policing Protocol I must consider three key strands when setting the Police and Crime Priorities for Leicester, Leicestershire and Rutland. These are:

- 1. Setting the strategic direction and accountability for policing. This will include:**
 - Consulting with, and involving, the public in setting the priorities for the Force
 - Ensuring that I remain accountable to you for the service provided by the Force
 - Setting the strategic policing priorities
 - Holding the Force to account through the Chief Constable

- 2. Contributing to resourcing of policing response to regional and national threats. This will include:**
 - Ensuring an effective policing contribution alongside other partners in accordance with national arrangements so as to protect the public from other cross-boundary threats as identified in the Strategic Policing Requirement

- 3. Working with partners to prevent and tackle crime, reoffending and non-crime incidents. This will include:**
 - Ensuring that the police respond effectively to public concerns and threats to public safety
 - Promoting and enabling joined up working within the arena of community safety and criminal justice
 - Increasing public confidence in how crime is cut and policing is delivered

The strategic priorities set out in each of the three strands are based on comprehensive research and analysis commissioned on my behalf as PCC. This included the following sources:

Force Strategic Assessment. This looks at the existing and emerging policing threats at a local, regional and national level, assessing the level of that threat and the likelihood of harm to the communities of Leicester, Leicestershire and Rutland.

Community Based Surveys (CBS): The last two surveys have been analysed to gauge community views on policing and the expectations of the people of Leicester, Leicestershire and Rutland. These showed those matters most important to our communities through which our priorities (and the budget) are set.

Partnership Needs Assessment: This work looked at the wider needs assessment based around the known causal and risk factors of crime and disorder. We have used locally produced Joint Needs Assessments and data reports (e.g. A&E attendances/ Alcohol Licence mapping) to support this work.

Section 4 – The Police and Crime Plan Journey and Priorities

The support and knowledge of the Community Safety Partnerships in this process has been invaluable. We have found, for example, that alcohol and drug misuse and dependency, mental ill health, employment and training all feature as strategic priorities across a number of partners within the community safety arena. These factors all impact on crime and disorder and confirm the links and interplay between the strategic objectives of the police and those of our partners. The relationships between partners and the police will be key in the commissioning process and will help ensure the monies are allocated against our shared priorities in a controlled, accountable and focussed way.

Victim Survey data: This looks at the post-crime views of those who have need of our service as victims. I have used this data to determine satisfaction and confidence targets for the coming year.

Business Survey: I commissioned a business survey to more fully understand the perceptions of business owners about the impact of crime on their business. This information has been collated and analysed and will improve our planning and response to crimes related to the business community.

Performance Analysis: By gauging how well Leicestershire Police are currently performing against the emerging threats in the Strategic Assessment mentioned above, I have been able to set specific targets against those threats.

Strategic Policing Requirement (SPR): Assessing the SPR and the resources and skills required to achieve this (e.g. public order mobilisation or counter terrorist response). This helps to inform structure, staffing and budget.

Access to the PCC: I have been elected by the people of Leicester, Leicestershire and Rutland and I am committed to maintaining an open door for communication about issues that matter most to individuals and groups across the Force area. I have been encouraged by the quantity and quality of communications received thus far (around one hundred a week). I believe that listening hard will help me develop and sustain a more realistic picture of the issues that affect local people and I will maintain this view, and my office is developing a strategic engagement plan which will allow people to tell me their views and concerns.

Delivery and Life Cycle of the Plan:

I made clear in my manifesto the issues and priorities, as I saw them, to enable the police and partners to improve community safety and drive down crime. As the Plan has developed, it has become clear that six themes have emerged. These will be strengthened in subsequent versions of the Plan:

1. Reducing Crime
2. Making our Communities and Neighbourhoods Safer
3. Mental Health and Wellbeing Issues
4. Dealing with Offending and Reoffending
5. Supporting Victims and Witnesses
6. Protecting the Vulnerable in our Society

Section 4 – The Police and Crime Plan Journey and Priorities

Meanwhile, this Plan sets out key performance targets for the coming year in line with the Force Strategic Assessment, the UK Threat Assessment, and the Partnership Strategic Assessment. In setting the strategic direction of Leicestershire Police I have set clear 'hard' targets and I will hold the Chief Constable to account for reaching these targets in the coming year.

I have also included, where appropriate, additional 'stretch' targets to indicate the aspirational goals through Year 1 of this plan and into Year 2. These stretch targets will encourage the Chief Constable to maintain a focus on my priorities where it becomes apparent that the hard target can be comfortably met ahead of schedule.

The diagram below illustrates the life cycle of the Plan and activities taken to inform and deliver it. It also allows me to revisit, review and re-set the priorities in the Plan if appropriate.

This circular approach will allow me to ensure I have full and open community consultation and engagement; I am able to inform the Plan through each reporting year and make sure that emerging community concerns are captured as they arise. It also accepts that crime and anti-social behaviour changes through the year dependent on a range of influences. Thus emerging threats can be incorporated into the plan if necessary and threats that have been mitigated, or are no longer a priority, can be taken out. It also allows for the changing economic forecast to be assessed and plans to be drawn up to meet austerity measures through to 2018, as announced in the Chancellor's Autumn Statement (2012).

I intend to re-issue this plan in September 2013 once several key events have occurred (namely that the final Financial Settlement and Medium Term Financial plan have been agreed and evaluated, that savings plans and options from the Force Change Programme have been completed and a that clear timeline for change is developed by late June 2013).



Section 4 - The Police and Crime Plan Journey and Priorities

Through consultation and engagement with the communities of Leicester, Leicestershire and Rutland and with the Police and Partners I have identified:

- Strategic Priorities for Leicestershire Police to tackle and reduce crime.
- Shared Strategic Priorities to tackle with partners.
- A Strategic Priority relating to the financial situation.

Under each Strategic Priority I have shown key performance indicators and associated targets (or the outcomes I expect from each strand of work). These priority areas are set out in the next section. They should not be read in isolation, as there are links between the priorities I have set for the police and the contributions of partners and vice versa. For example, working with supported families with complex needs will impact upon overall crime and anti-social behaviour levels, whilst tackling forms of domestic abuse and violent crime has links to alcohol usage and the supported families agenda. This plan should, therefore, be seen as a collective, cohesive and shared set of priorities which will tackle the most pressing police and crime issues facing Leicestershire Police and partners.

By taking this holistic and shared view it is possible to approach these issues from three directions. These three cross cutting themes are:

Prevention: doing everything in our power to prevent crime, anti-social behaviour and disorder occurring in the first place. By working together we can also ensure that the most vulnerable in society are protected and their need to call for emergency assistance is reduced.

Intervention: intervening effectively and efficiently across all agencies and the voluntary sector to deal with these issues as they occur, seeking robust and sustainable solutions. There is also a strong need to look at “early intervention” projects in order to stop negative behaviours potentially leading to criminal and antisocial activity later on.

Reduction: working together to reduce the repetitive behaviours and activities that lead to harm, anti-social behaviour and crime.

The Sanctioned Detection Rate

For a number of years the sanctioned detection rate has been used to monitor the Force's crime investigation standards and associated outcomes, i.e. the number of reported crimes brought to closure through a formal legal outcome. Specifically it is defined as:

The number of detections recorded during the year as a percentage of crimes recorded during the year. There are ten types of disposal that qualify as Sanctioned Detections:

- Charge
- Summons
- Caution
- Taken Into Consideration – recorded
- Taken Into Consideration – not previously recorded

Section 4 - The Police and Crime Plan Journey and Priorities

- Final Warning
- Fixed Penalty Notice
- Reprimand
- Conditional Caution
- Warning for Cannabis Possession

The Positive Outcomes Rate

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

The measure of positive outcomes is derived from the number of positive outcomes recorded during the year, which can relate to crimes committed in any year, as a percentage of crimes recorded during the year. The ten Sanctioned Detection outcomes are included together with the Restorative Justice outcomes.

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

It was announced in late March 2013 that from April 2013 the Home Office have agreed to include Community Resolutions as a recognised and recordable outcome. While Leicestershire Police has participated in Community Resolutions for a number of years, and therefore information is available, the targets in this Plan have not taken that into account at this time.

I expect the Chief Constable to promote the use of, and monitor, the positive outcomes rate from April 2013 while we consider how the changes made by the Home Office might affect the targets set in this Plan. As the Plan is reviewed for a further issue in September 2013, all targets will be compared with the year end reporting figures (i.e. to 31st March 2013) and will be set by looking at the trend data, projected yearly figures and expected impact of the reduction targets against the current trends, taking account of the changes described above.

Section 4 - The Police and Crime Plan Journey and Priorities

4.1. The Strategic Direction of Leicestershire Police

In setting the strategic direction of Leicestershire Police I have considered a range of sources (see page 10) and taken account of the contributions our partners can make to policing and crime in Leicester, Leicestershire and Rutland. The key policing priorities identified are:

Section	Priority	Sub-Category
4.1.1	Being proud of your local Police	How good a job do the police do? Satisfaction with service received
4.1.2	Tackling Crime	Overall Crime Domestic Burglary Commercial Burglary Domestic Abuse Child Abuse and Child Sexual Exploitation Serious Sexual Offences Hate Crime Violence against the Person Vehicle Crime
4.1.3	A tough response to ASB	
4.1.4	Being reassured by the police in your local area	

As well as general reassurance of the public, the confidence and trust of victims to seek the help of the police and their experiences when they do so is a golden thread throughout this plan. I have purposely chosen measures of success that are meaningful and transparent, so that performance is not restricted to achievement against targets on crime or disorder reduction, but more specifically on meeting the needs of victims.

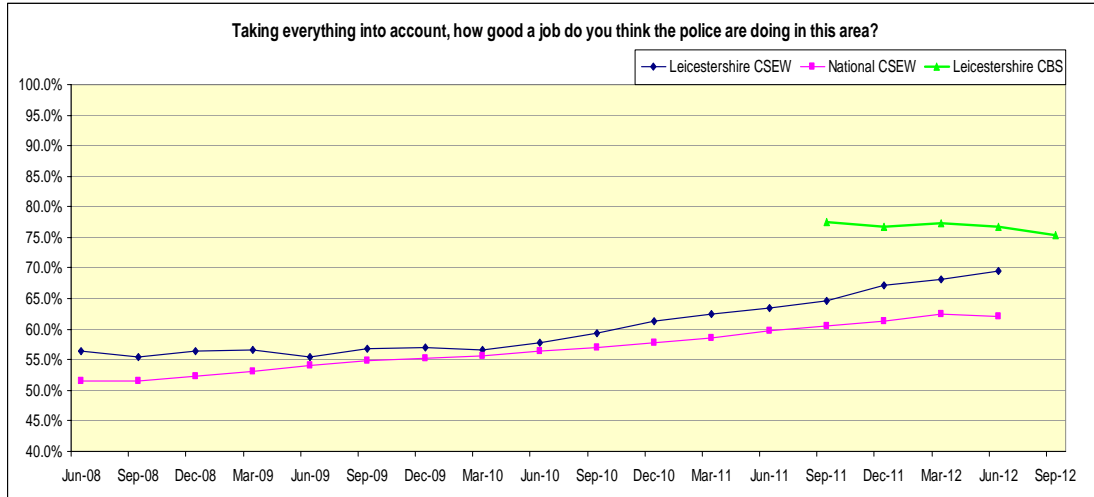
4.1.1. Being proud of your local police:

The Force Strategic Assessment identifies the existing and emerging crime and disorder threats with which the police have to deal, together with cross cutting themes that impact on all crime types, offending behaviour and community safety.

I said in my manifesto that I want Leicestershire Police to be amongst the best forces in the country. The Crime Survey for England and Wales (CSEW) asks: “**Taking everything into account, how good a job do you think the police are doing in this area?**” For Leicester, Leicestershire and Rutland approximately 1000 people are surveyed by the CSEW. Additionally, the Force conducts a Community Based Survey (CBS) which asks the same question and has double the number of survey responses and is, therefore, more statistically reliable. As the CBS is completed more frequently than the CSEW it also allows more immediate scrutiny and accountability.

Section 4 - The Police and Crime Plan Journey and Priorities

Although the two data sets provide similar results and can both be used as indicators of success, I base the target below on the more reliable data set in the CBS. This data set allows me to drill down to a Local Policing Unit level and hold the Chief Constable to account for any identified differences in service levels between different communities. I expect all officers and staff to play their part in this, meeting the needs of differing groups and communities and adapting to ensure the approach is inclusive to everyone across Leicester, Leicestershire and Rutland.



Leicestershire Police already perform well in comparison to other police forces across the country and I expect this position to be maintained and improved upon. I will continue to use the CSEW results as a proxy indicator of success linked to the CBS data. This will allow me to make comparative judgements with regards to other forces and over the next three years I expect to see the results for the CSEW draw closer to the CBS figures at the higher level of 75%.

As I fully expect the Force to undergo significant changes and reductions in the budget over the next four years I have not increased the target from the existing 75% satisfaction levels. In times of change and possible reductions in resources the maintenance of a healthy 75% confidence rate that the “police are doing a good job” is, in my view, challenging yet achievable and realistic.

Strategic Priority: To provide a good service to the communities of Leicester, Leicestershire and Rutland		
Hard Target:	75% of respondents feel the Force is doing a ‘good job’ in their area.	Measured by: <ul style="list-style-type: none"> Community Based Survey (rolling quarterly basis) Supported by: <ul style="list-style-type: none"> Crime Survey for England and Wales

I will also hold the Chief Constable to account for the quality of service provided to those who need the police or who are victims of crime. Through this measure I will ensure that all victims or users of Leicestershire Police receive the same high level of service by recognising and responding to the individual needs and circumstances of people within our communities. I will measure this through the victim satisfaction surveys conducted under Home Office rules and guidance, which includes satisfaction with the follow up process.

Section 4 - The Police and Crime Plan Journey and Priorities

Over the past year 'all user'* satisfaction has remained relatively stable at around 85% and has remained static around this mark for several years. The table below shows the changes in satisfaction against the categories measured over the past year (to November 2012).

	Nov-11	Nov-12	Year on Year Comparison & Percentage Change		3 Months Comparison & Percentage Change	
All Users	85.9%	84.5%		-1.6%		-0.6%
Burglary	91.6%	90.3%		-1.4%		-0.7%
Vehicle Crime	87.3%	83.3%		-4.6%		-0.4%
Violent Crime	81.4%	79.8%		-2.0%		-0.9%
Racist Incidents	86.3%	87.7%		1.6%		1.4%
Anti-Social Behaviour	83.2%	83.9%		0.8%		0.0%
Road Traffic Collisions	90.0%	92.2%		2.4%		0.0%

* 'All User Satisfaction' is taken from surveys of burglary victims and victims of vehicle crime and violent crimes.

I expect all victims of crime, or users of the police to receive an excellent standard of service and I will, therefore, maintain an initial target of 85% satisfaction for 'all users'. However, I will want to see a 1% increase to this target, year on year, to achieve an overall satisfaction rate of 88% by the end of 2016.

Any activity to increase satisfaction above these levels more rapidly will require a disproportionate commitment of time and resources compared to the potential improved impact and outcomes. I do not believe this to be a good use of police resources when satisfaction levels are already high.

Strategic Priority: To provide a good quality of service and response to victims of crime and anti-social behaviour (ASB)		
Outcome Expected:	85% of 'all users' satisfied with service provided.	Measured by: • Victim Satisfaction levels

4.1.2. Tackling Crime:

Overall, crime in Leicester, Leicestershire and Rutland is at its lowest point in the past 22 years thanks to the excellent efforts of the police and their partners; in the past year alone it has fallen another 13%. Reducing crime and protecting people and communities from becoming victims is the fundamental measure of the success of the police service and I expect this to be the focus for Leicestershire Police.

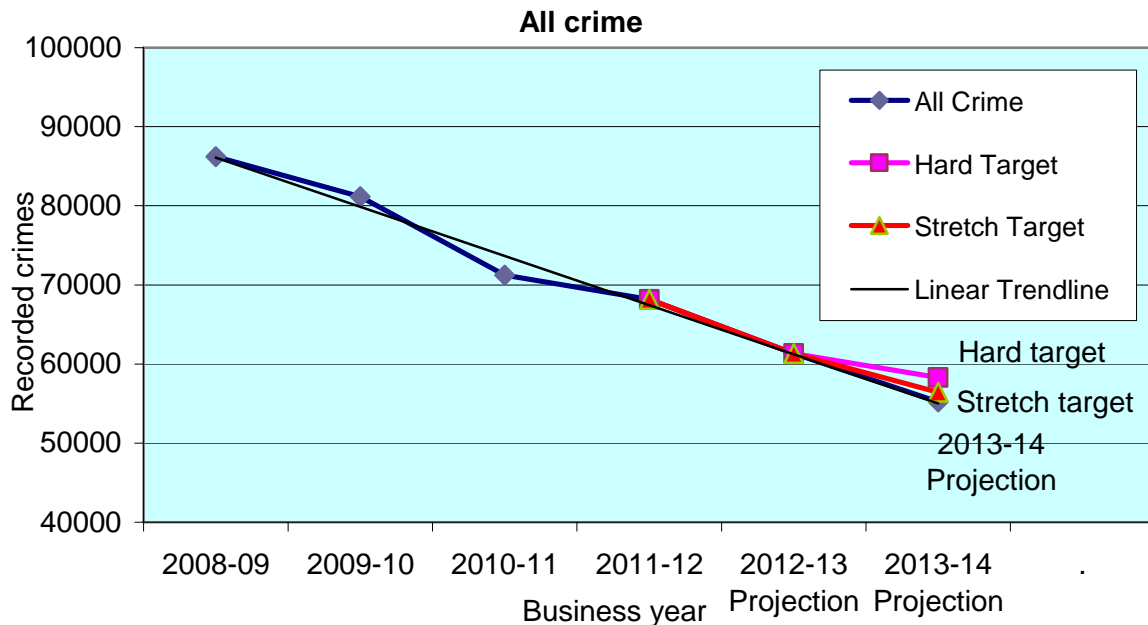
However, it is known that both locally and nationally some types of crime are under-reported. This can be for a variety of reasons including trust and confidence in the police. There are also a number of crimes that are recorded and discovered due to the proactive work of the police themselves including drug seizures and public order offences. I will not set a crime reduction target that leads to adverse effects on the confidence of victims to report their crime nor on the proactive work of officers to find and detect certain types of crime.

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I have, therefore, identified the crime areas where I want to see an increase in reporting, which in the past year accounts for 14,000 of the total number of 68,000 crimes reported. I want reporting in these areas to be positively encouraged. Indeed, I will ensure that victims reporting these devastating crimes against the person such as serious sexual offences, child abuse, domestic abuse and hate crime continue to be treated with respect, fairness and with the highest levels of professionalism. In addition, those people committing such offences can expect to receive tough responses, with the law being used appropriately to stop their behaviour.

Taking this into account I have set an overall crime reduction target of 5% which will come from the remaining types of crime where I do not expect increased reporting. This basket totals 54,000 crimes per year. To achieve this, a reduction rate of 6.3% will be needed in the remaining 54,000. To achieve the stretch target of 8% over the first two years of this plan will require a reduction of 10% in the basket of crimes where increased reporting is not expected. This is illustrated in the graph below, which shows the impact of allowing for increased reporting against current trends

Strategic Priority: To reduce all crime				
Hard Target	5% reduction by 31/3/2014	Stretch Target	8% reduction to 31/3/2015	Measured by: <ul style="list-style-type: none"> Recorded crime figures
Outcomes Expected		32% sanctioned detection rate		Measured by: <ul style="list-style-type: none"> Recorded detections
		85% victim satisfaction with service received.		Qualitative Indicator: <ul style="list-style-type: none"> Victim satisfaction level for crime



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

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

The critical areas I want Leicestershire Police to focus on in tackling crime are:

Domestic Burglary:

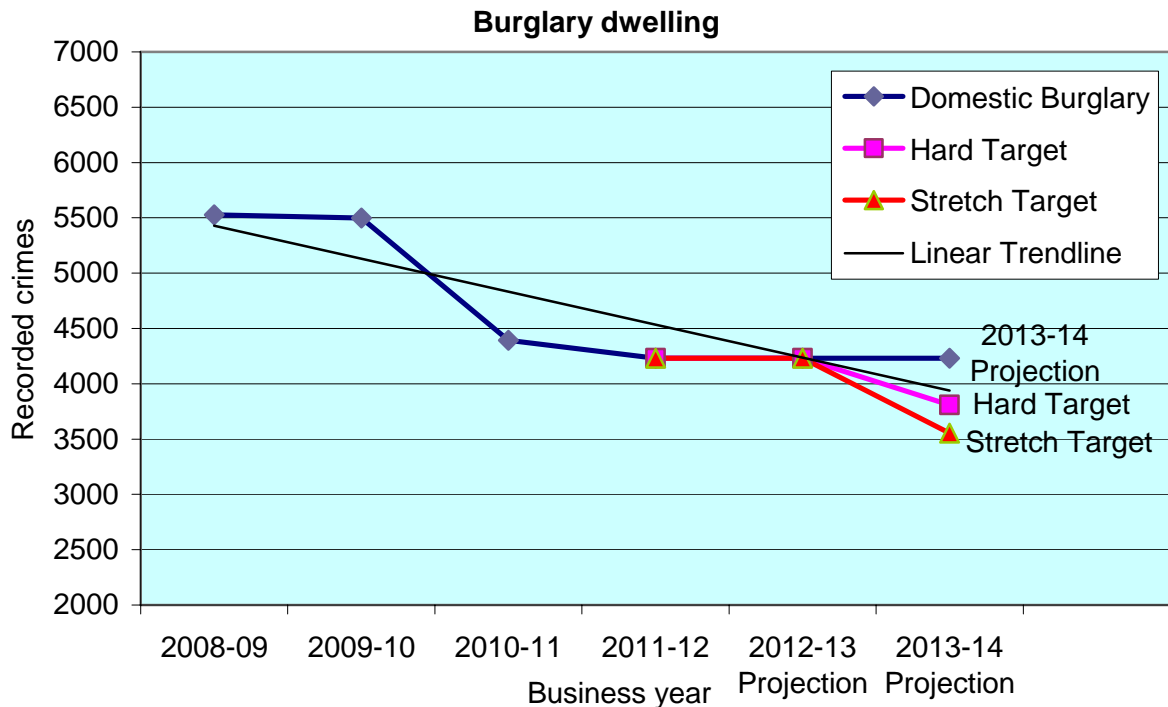
Burglary impacts on communities across the force area with 54% happening within the city and 46% in the counties and rural areas. In the majority of cases the intention is to steal but the impact is often far greater causing distress and fear amongst victims and the wider community.

Domestic burglary has shown a downward trend in Leicester, Leicestershire and Rutland over the past five years. However, in the past year this trend has been under pressure and there is a risk that burglary of people's homes may start to rise again if left unchecked. A number of factors might influence this slowing of the reduction trend, including: the economic climate; unemployment; drug and substance dependency; and repeat offending. About 24.8% of domestic burglaries are detected, exceeding the current target of 20%; finding the offender is a key tactic in driving down volume and protecting our communities.

Strategic Priority: To reduce domestic burglary				
Hard Target	10% reduction by 31/3/2014	Stretch Target	15% reduction to 31/3/2015	Measured by: <ul style="list-style-type: none"> Recorded crime figures
Outcomes Expected		25% sanctioned detection rate	90% satisfaction rate with service	Measured by: <ul style="list-style-type: none"> Recorded detections Qualitative Indicator: <ul style="list-style-type: none"> Victim satisfaction for Burglary

The effect of this target is shown in the graph overleaf and will halt the current rise in domestic burglary.

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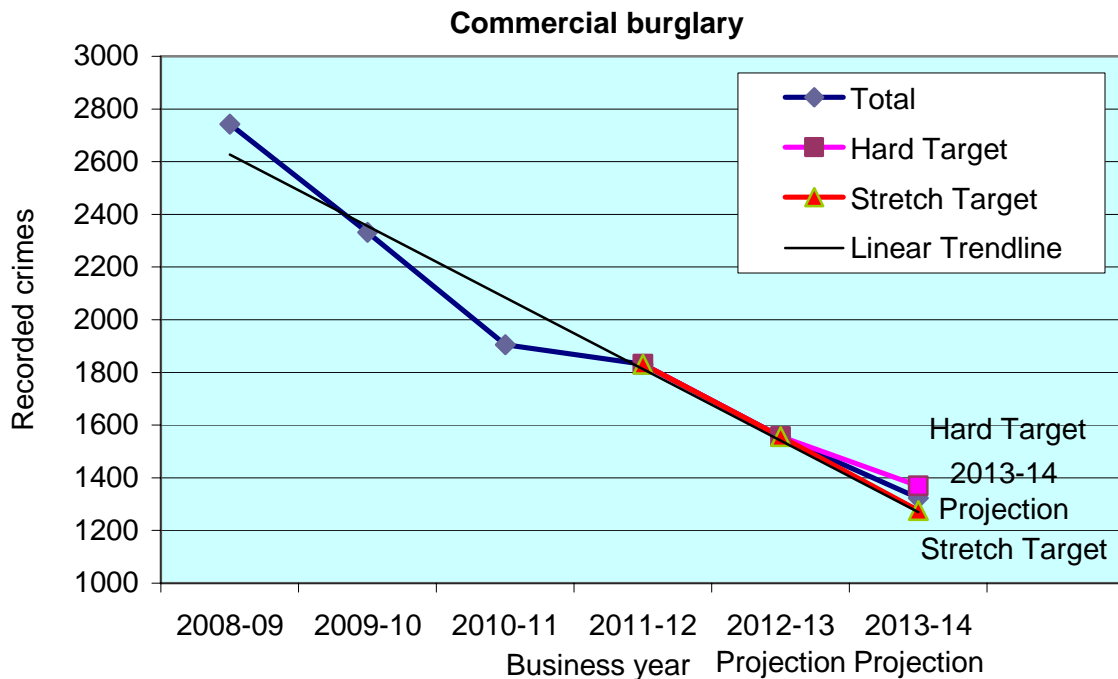
Commercial Burglary:

Findings from previous business surveys show that commercial burglary can have a devastating impact on businesses and can undermine economic confidence and development in some urban areas. It also adds costs to businesses through insurance premiums and repairs following a break in. In the past three years commercial burglary has fallen in Leicester, Leicestershire and Rutland. Nonetheless, commercial burglary continues to impact on a range of premises including factories, warehouses, building sites and car parks. Shops make up 27% of all commercial burglary victims and although domestic burglary shows a propensity for jewellery, only 0.2% of commercial burglaries are targeted against jewellers; this is believed to be due to higher levels of security in such premises.

Strategic Priority: To reduce commercial burglary				
Hard Target	12% reduction by 31/3/2014	Stretch Target	18% reduction to 31/3/2015	Measured by: • Recorded crime figures
Outcome Expected		17% sanctioned detection rate		Measured by: • Recorded detections

The target set for reductions in commercial burglary will be challenging as it aims to continue reducing the trend close to the average rate of reduction during the past five years as shown in the graph below. With such a dramatic drop in commercial burglary in the past five years, the opportunities for further reductions could be seen as diminishing but, by setting a realistic but challenging target, I have ensured a focus on protecting businesses and the economic environment of Leicester, Leicestershire and Rutland.

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I have commissioned a business survey to look at the experiences and confidence of our business communities with the police. I will be using this to understand their needs and expectations to help set qualitative measures which will be reflected in future iterations of this Plan.

Domestic Abuse:

Domestic abuse is a term used to cover differing forms of abuse, control and violence. I recognise that domestic abuse can affect all communities and as such I am committed to ensuring that Leicestershire Police continues to provide an accessible service to all victims of domestic abuse.

In the past year, domestic recorded crimes have fallen by 9.7% albeit this has to be tempered by the fact that the Crime Survey for England and Wales (CSEW) indicates that less than 40% of domestic incidents are reported to the police, and that 44% of victims are involved in repeat victimisation. The most common crimes committed in the household are common assault and Actual Bodily Harm (ABH) which, together, account for 62% of the total. In the past six months there have also been four domestic related murders indicating the vulnerability of many people trapped in such circumstances.

I am determined that domestic abuse is treated as a priority. In particular, I wish to see an environment in which victims are positively encouraged to report their situation to the police and partners. If this increase in reporting comes to pass, it will inevitably result in an apparent increase in this type of crime and, hence, I have not set a reduction target in this category. Nonetheless, I would like the police and partners to work together to develop a shared, comprehensive understanding of the level of domestic abuse, its causal factors and the best ways to prevent and reduce offending.

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To achieve these aims and priorities I will work with the Domestic Safety Strategy Board, which encourages agencies and partnerships to work jointly and collaboratively, including the sharing of resources. The Board oversees and coordinates the implementation and delivery of domestic abuse priorities agreed in the Leicestershire Multi Agency Domestic Abuse Strategy. The Police have a key role to play in delivering this Strategy.

The police already conduct a bespoke survey (the only force in the country to do this) to capture the experiences of domestic abuse victims as these are excluded from the Home Office Violent Crime Survey. This is conducted quarterly and will be used to monitor the service and care shown to victims of domestic incidents.

Strategic Priority: To demonstrate a positive outcome for victims of recorded domestic abuse including without injury (rolling monthly target)		
Outcomes Expected	50% Sanctioned Detection Rate 90% Satisfaction With Service	Measured By: <ul style="list-style-type: none"> Recorded Detections Qualitative Indicators: <ul style="list-style-type: none"> Domestic Abuse Satisfaction Levels

By April 2014 I will set targets to increase levels of reporting and improve the confidence of victims to report incidents earlier to the police. I will also set targets to reduce repeat offending once the benchmarking work has been undertaken as described in the paragraphs above.

Child Abuse and Sexual Exploitation:

The Leicestershire Police Child Abuse Investigation Unit manages over 3000 crimes relating to child abuse or sexual exploitation every year. I am conscious that the levels of reporting are increasing, as confidence in policing grows and service provision improves. Environmental factors (such as media reporting) also heighten awareness of child abuse and this is likely to impact on the volume of reported abuse. I encourage this increase in reporting in order both to help establish a better understanding of the scale of child abuse in our communities and also to develop a culture where people feel able to come forward and seek help.

In this area 11% of reported crimes involve repeat victims, with 277 children suffering sexual assault. Of these 88% of victims were girls. Improvements in policing techniques have also led to an 86% increase in the number of cases of possession of indecent images of children. The commitment of the police and partners in tackling child abuse and exploitation is most commendable and I applaud the work of the Child Abuse Investigation Unit and the Paedophilia On-Line Investigation Team. Nonetheless, children remain amongst the most vulnerable in our society and need our protection; I expect police and partners to work together in close harmony to identify both offenders and children at risk so as to ensure early interventions are put in place to protect them.

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

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

It is not appropriate to set a detection or positive outcome target for this category. Many cases will not be pursued in the interests of the child or wider familial relationships. Equally, I have avoided setting a target here to ensure there are no perverse outcomes where, in the pursuit of targets, we fail to put the interest of the child first.

Strategic Priority: To create a safe and supportive environment for the reporting of child abuse and child sexual exploitation to enable key performance measures to be identified.

Outcomes Expected by 30th June 2013:

- Breakdown of 'historic' and 'current' reporting and outcomes against each category
- Strategic assessment of the threat posed by, and scale of, child abuse and sexual exploitation
- Performance Indicators identified and quantified

Serious Sexual Offences:

Serious sexual offences include rape and sexual assaults on children or vulnerable adults. Over the past year the number of recorded serious sexual offences in Leicester, Leicestershire and Rutland has fallen by 12%. There are 0.22 rape offences per year, per 1000 population and rape has seen a reduction rate of 22.5% in the last 12 months. Some 48% of sexual offences are committed in dwellings with rape and sexual assault being more likely in domestic settings, whereas offences committed in public tend to be sexual assault and indecent exposure.

The field of serious sexual offences is complex and I would want the police and Community Safety Partnerships to work together to increase their knowledge and practices in order to reduce offending and protect those most at risk of becoming a victim of sexual crime. Sadly, it is estimated that 75-95% of rape crimes are never reported to the police. (HMCPSI¹ – Without Consent 2007).

¹ Her Majesty's Crown Prosecution Service Inspectorate

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In this regard, the police and our partners must continue to work together to encourage the reporting of serious sexual assault and be in a position to take appropriate, positive action to help those who come forward to report such crimes.

The current detection target of 33% is not being achieved, with April 2012 to February 2013 performance standing at 27.3%. A number of factors influence this detection rate but it remains a priority to support victims through investigation and to bring offenders to justice. Whilst further detailed analysis will be required in the coming year, I expect the police to continue to strive to reach the detection target and bring to justice the most harmful offenders in society.

In addition, the recent Independent Police Complaints Commission report into the reporting and recording of serious sexual offences recommended that forces “should ensure that the methods for measuring sanction/detection levels are a numerical target and not a percentage target of allegations made, to reduce the risk of crimes being incorrectly classified”. I have, therefore, asked the Chief Constable to explore the implications of this for the target that I have set, so that it can be adjusted as required in the next version of the Plan.

Strategic Priority: To demonstrate a positive outcome for victims of serious sexual offences (rolling monthly target)		
Outcome Expected	33% sanctioned detection rate	Measured by: <ul style="list-style-type: none">Recorded detections

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

Hate Crime:

I am proud to be the Police and Crime Commissioner for one of the most diverse and multi-cultural force areas in England and Wales. I value this diversity and have pledged in my manifesto to protect the most vulnerable in society and to support victims of hate crime and ASB. I will do everything in my power to ensure that all residents feel safe and able to conduct their lives free from fear. I expect Leicestershire Police to work with communities and partners to encourage the reporting of all hate crime (any criminal offence or non-crime incident which is perceived, by the victim or any other person, to be motivated by a hostility or prejudice based on a person’s race, religion or belief, sexual orientation, transgender identity, age, gender or disability) and to promote confidence amongst our communities that they will be protected from harm whilst those committing such offences will be dealt with swiftly and robustly.

Sadly, all available research and testimonies from voluntary organisations (Challenge it, Report it, Stop it: The Government’s Plan to Tackle Hate Crime March 2012) suggest that hate crime is “hugely” under-reported; I will do all that I can to create a culture that changes this.

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The Equality and Human Rights Commission (EHRC) released its “Manifesto for Change: Out in the Open” earlier this year (following their 2011 report “Hidden in Plain Sight”). Both of these reports look at how the police responded to victims of disability related hate crime and anti-social behaviour. Leicestershire Police have engaged with the EHRC to implement the recommendations set out in the reports across all types of hate crime including:

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

It is important that every victim of hate crime receives a high standard of service from the police, from the initial response through to the conclusion of the investigation. That is why the satisfaction targets are so important, so we can make sure we are listening to the views and experiences of people. This allows us to reflect on what we can do to address under reporting and encourage people to come forward and tell us about things that have happened.

Leicestershire Police recently began a bespoke survey to capture the views and experiences of all victims of hate crime. This has been running for two months and does not, currently, have sufficient responses from which to provide comparative analysis. Over the course of the next few months this data set will increase and give me the opportunity to measure the experiences and service provided to all hate crime victims. Until that point, I will use the Home Office Racist Incident victim survey as an indicative measure. I recognise that this is not ideal and there are significant differences between each type of hate crime. However, I will seek to resolve this position as quickly as possible and reflect this in future versions of this plan.

Strategic Priority: To demonstrate a positive outcome for victims of recorded hate crimes (rolling monthly target)		
Outcomes Expected	55% sanctioned detection rate 88% satisfaction with service	Measured by: • Recorded detections Qualitative Indicator: • Racist incident satisfaction survey

Violence against the Person – With Injury:

Violence against the person accounts for over 17% of all crime recorded. The top categories are Actual Bodily Harm (ABH), Common Assault, Harassment and Fear or Provocation of Violence. Weapons have been used in 8% of all offences and, in over half of all offences, the victim suffered some level of injury.

In the current reporting year violence against the person has fallen by 15.5% exceeding the Force target of 5%. If the Force continues to report a reduction in violence against the person at the current rate, this will result in approximately 2100 fewer victims than in the previous year. Some 46.9% of the reported offences have been detected - just short of the current 48% target detection rate.

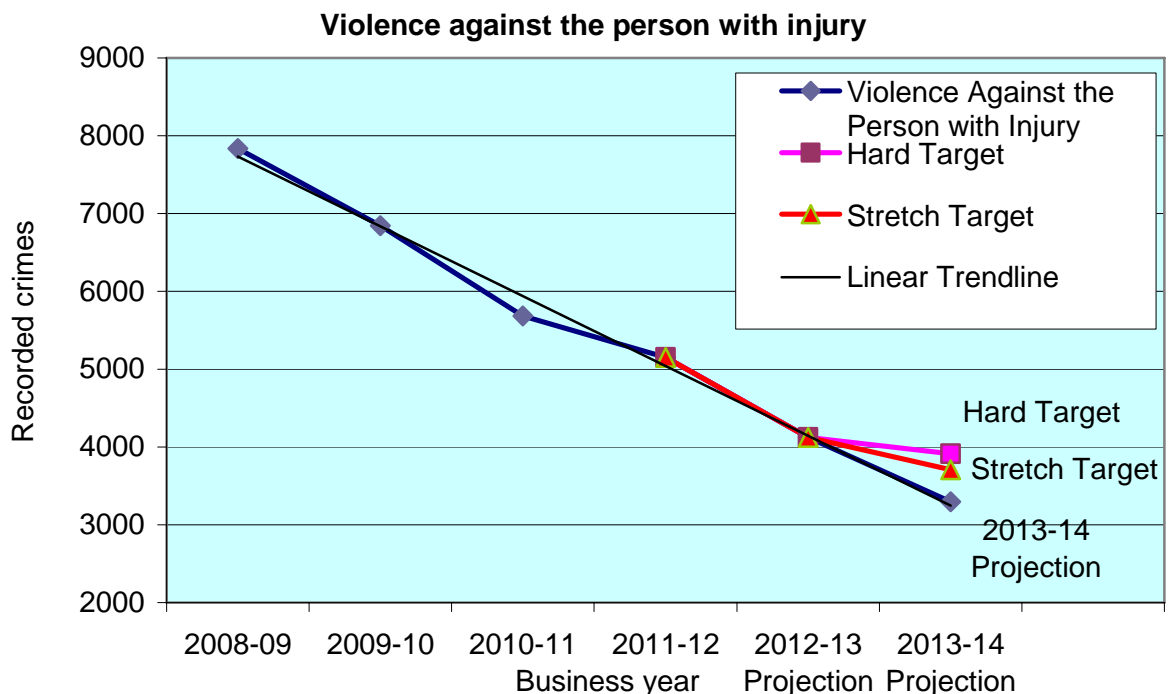
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Analysis shows that over 12% of assaults were committed by repeat offenders, with a clear link here to domestic abuse. Whilst I encourage increases in reporting for domestic abuse, the approach taken here to reduce assault with injury will help to reduce the harm occurring and thus protect victims.

Strategic Priority: To reduce violence against the person – with injury				
Hard Target	5% reduction by 31/3/2014	Stretch Target	10% reduction to 31/3/2015	Measured by: <ul style="list-style-type: none"> Recorded crime figures
Outcomes Expected	50% sanctioned detection rate	82% satisfaction with service		Measured by: <ul style="list-style-type: none"> Recorded detections Qualitative Indicator: <ul style="list-style-type: none"> Violent crime satisfaction levels

As there is a link between this priority and that of domestic abuse I have asked that performance reports break down violence against the person into a comparative analysis of 'all violence with injury' against 'domestic violence with injury'.

The targets set out below are slightly less demanding than the trend for reductions in 'violence with injury' seen in the past five years but are more demanding than the average reduction rate over the past ten years. I have set the target at this level having taken account of the volume of violent crime and the realistic opportunities for further reductions.



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Vehicle Crime:

Over the past five to ten years the trend in vehicle crime has been downward. This has been helped by improvements in car security, changes in dashboard fitted hi-fi systems and heightened public awareness of crime prevention tactics. The last year has seen overall vehicle crime starting to increase, particularly in relation to theft from vehicle offences which have risen by nearly 9% compared to the previous year.

Whilst theft of a vehicle remains down by over 19%, the main reasons for the reversal in trend for theft from vehicles are increasing fuel costs and the value of scrap metal. The impact of this is a rise in catalytic convertor thefts due to the scrap metal value and in number plate thefts (which are then used in the commission of other crimes including 'bilking' - making off without payment).

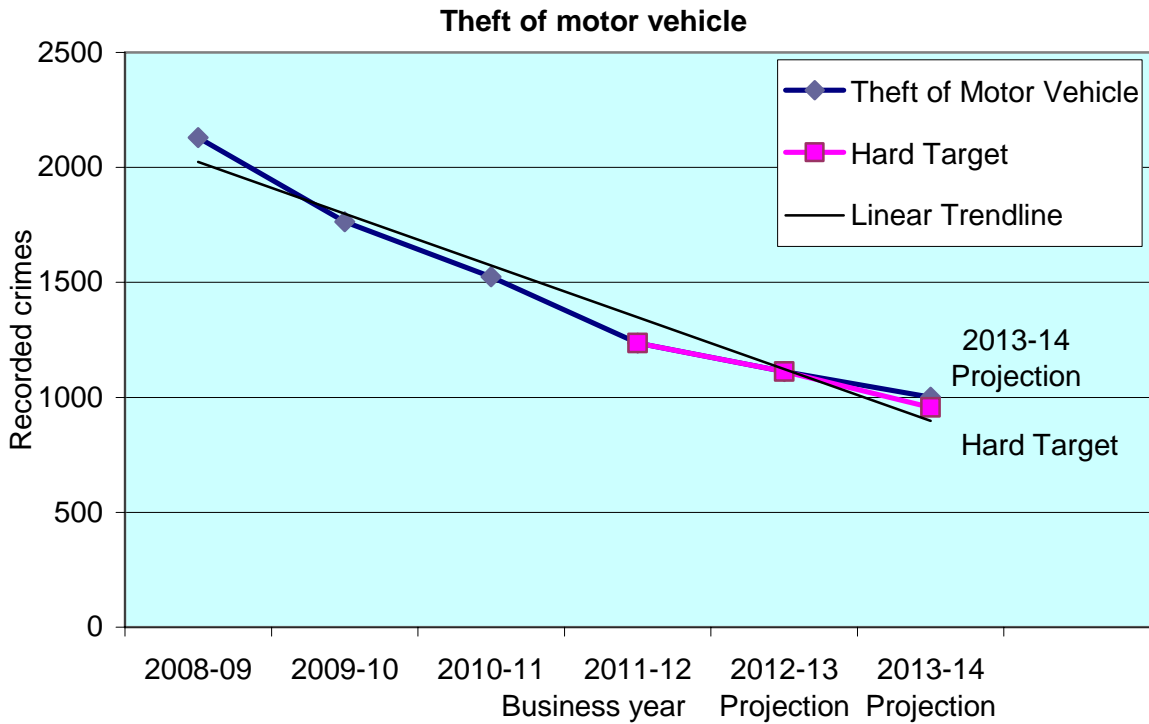
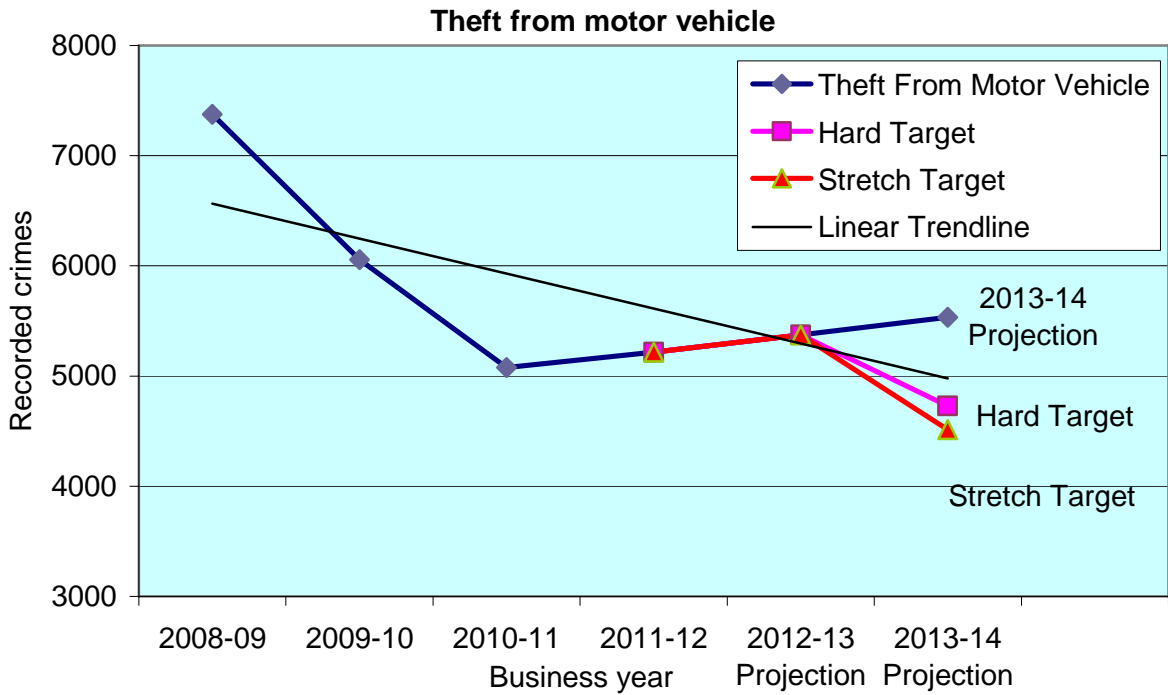
The Force Strategic Assessment highlights rising crime levels in relation to theft of diesel, including links with organised crime groups as well as rural plant / vehicle theft. About 84% of diesel theft occurs in the county, with increasing numbers of lorries attacked for their fuel rather than their cargo.

Criminals travelling across county boundaries to commit crime in Leicester, Leicestershire and Rutland are also linked to diesel theft and rural plant / vehicle thefts (which are targeted for their value and agricultural use). There is a perception that such rural crimes are addressed with insufficient rigour, and I expect the police to focus on these aspects of vehicle crime in achieving the targets I have set out.

Strategic Priority: To reduce vehicle crime (theft from motor vehicle)				
Hard Target	14% reduction by 31/3/2014	Stretch Target	18% reduction to 31/3/2015	Measured by: • Recorded crime figures
Outcomes Expected		15% sanctioned detection rate	85% satisfaction with service	Measured by: • Recorded detections Qualitative Indicator: • Vehicle crime satisfaction levels
Strategic Priority: To reduce vehicle crime (theft of motor vehicle)				
Hard Target	12% reduction by 31/3/2014	Stretch Target	16% reduction to 31/3/2015	Measured by: • Recorded crime figures
Outcomes Expected		30% detected	85% satisfaction with service	Measured by: • Recorded detections Qualitative Indicator: • Vehicle crime satisfaction levels

The graphs below show the impact of the reduction targets against current trend data for vehicle crime. The target for theft from vehicles corrects a current upward trend whilst the target for theft of vehicles aims to maintain a healthy reduction rate seen over the past five years.

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4.1.3. A Tough Response to Anti-Social Behaviour (ASB):

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

ASB in Leicester, Leicestershire and Rutland is reported at a rate of 29 incidents per 1000 population, which is the third lowest number in England and Wales. This is because Leicestershire Police, together with local partners, have taken a very positive approach to tackling ASB over the past five years, with ASB incidents reported to the police having fallen by 19% in 2012/13 compared to the previous year. I wish to see this reduction continue and, where victims report ASB, I want them to receive a rapid, consistent and robust response from the police and partners to halt the activities of offenders.

In the coming months, shared case management systems (known as SENTINEL) will be developed further to bring together all reported incidents of ASB; this will include not just police recorded incidents but also data from all the local authorities in Leicester, Leicestershire and Rutland. By working together with our partners, we aim to improve our understanding of ASB – its causes, its frequency, its geography, and thus its broader impact. We can expect some of this work to result in an increase in the incidents reported to the police as this data sharing across all agencies improves our awareness, and understanding, of this offence.

For these reasons, I am not setting a reduction target for ASB at this time. Rather, I have set a high target with regard to those who have been affected by ASB being reassured and satisfied by the response provided. This should not be interpreted, in any way, as being 'soft on ASB'. On the contrary, I wish to stress here that ASB remains a key priority and we will take every possible action to ensure that all our communities are able to enjoy a high quality of life and remain free to go about their daily business without fear. Through the future development of partnerships outlined here – particularly at a local level – and by gaining a greater understanding of the issues that lie at the root cause of ASB, a longer term, joint strategy will be developed to drive down ASB with even greater focus and energy.

Strategic Priority: To provide a good quality of service and response to victims of ASB (rolling monthly target)		
Outcome Expected	85% satisfied with service provided.	Measured by: • Victim satisfaction levels

4.1.4. Being reassured by the police in your local area:

In accordance with my manifesto I am keen to ensure that as much officer time as possible is spent undertaking core tasks and being accessible to the public. In January 2013 Leicestershire Police moved to a new shift pattern for their response teams with a new Neighbourhood Policing Model aimed to improve visibility and availability of officers at critical times of demand in each local area. The Contact Management Department (999 calls and operations room) are themselves undergoing consultation regarding moving to a new shift pattern in April 2013 aimed specifically at improving the match of staff on duty to demand.

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Whilst these changes are taking place it would be difficult to set a hard target but I am tasking the Chief Constable to support my objective in three areas:

1. To undertake a review of the paperwork and other duties that keep officers in stations, to see how these can be removed, reduced or delivered in other ways.
2. Linked to 1 above, to identify how technological solutions can be better applied, ensuring an appropriate balance between time saved and security risks.
3. To undertake a detailed benchmarking exercise to understand the impact of the above changes from which I can set a clear, specific and measurable target when this plan is re-issued in September 2013.

By working with partners to resolve some of the shared priorities, we can also increase the availability and visibility of police officers to complete other tasks. This shared approach will help other agencies to free up capacity too and by working together I firmly believe we can improve the services to all residents.

4.2. Contributing to regional and national threats – the strategic policing requirement:

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

4.2.1. Responding to public protest and policing large events

Over the past year, Leicestershire Police has faced a significant challenge in policing large events and public protest. This has included a significant public demonstration in February 2012, support to the Olympics (including protection of the British Team at Loughborough University), and numerous large scale festivals and sporting events.

The Force Strategic Assessment and the UK Threat Assessment identifies three main threats to public order across the force area in the future:

- Football and major sporting events
- Industrial dispute and public days of action
- Protests from activist groups such as the EDL or UAF

It is important that Leicestershire Police are able to meet high demands and have the resilience to support national and regional forces where appropriate and necessary. I will ensure Leicestershire Police are able to meet the requirements of the SPR by:

- Ensuring the capacity to provide trained Police Support Units available for deployment nationally when needed.
- Ensuring officers are trained to common minimum standards and common deployment methods with regional forces.

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I expect the Chief Constable to continue to work with partners, regional forces and our communities. In particular, I would want him to collaborate and train with regional and national partners to ensure consistency in tactical delivery and command functions, most especially in:

- Public order tactics
- Specialist skills provision including dogs, roads policing and firearms
- Operational planning
- Contingency planning and testing

It is of note, however, that police forces must stretch to meet such short term contingencies rather than routinely being configured to meet such extremes in demand. The latter would create a force which has excess capacity rather than being lean and fit for purpose.

4.2.2. Serious and organised crime

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

I expect the Chief Constable to continue to work with partners, regional forces and our communities to:

- Stem the opportunities for organised crime to take root and stop people being drawn into organised crime
- Identify the threats posed by organised criminals and prioritise activity against them to disrupt and investigate activity and prosecute suspects
- Collaborate and train with regional and national partners to ensure consistency in tactical delivery and command functions, especially in:
 - ⇒ Major crime investigation
 - ⇒ Intelligence provision
 - ⇒ Serious organised crime investigation
- Safeguard communities, businesses and the State by raising awareness of organised crime and helping them to protect themselves from this threat.

4.2.3. Terrorism

I expect the Chief Constable to continue to contribute to the Government's strategic aim (to reduce the risk to the UK and its interests overseas from terrorism so that people can go about their lives freely and with confidence) by working with partners to:

- Identify, disrupt and investigate terrorism activity and prosecute terrorist suspects.
- Collaborate and train with regional and national partners to ensure consistency in tactical delivery and command functions especially in:
 - ⇒ Special Branch and intelligence provision
 - ⇒ Response to 'Chemical, Biological, Radiological & Nuclear' (CBRN) incidents
 - ⇒ Police Use of Firearms
- Work with communities and local authorities to identify and divert those involved in, or vulnerable to, radicalisation
- Protect the UK border (especially East Midlands Airport)
- Lead the immediate response to terrorist incidents in the Force area, including the response to incidents involving chemical, biological, radiological, nuclear and explosive materials

4.2.4. Civil contingencies and local resilience:

The Leicester, Leicestershire & Rutland Local Resilience Forum (chaired by the Chief Constable) was formed in 2005 in response to the Civil Contingencies Act 2004 (CCA). This act requires specific organisations across police areas to work together to prepare, respond and recover from different emergencies (such as flooding, strike action, fuel shortages and public protest).

The aims and objectives of the Local Resilience Forum are to make sure that the duties stated in the CCA are met within a multi-agency environment. These are to:

- Co-operate with other local responders
- Share information with other local responders
- Assess the risk of emergencies in the area
- Put in place business continuity management arrangements.
- Put in place arrangements to warn, inform and advise the public in the event of an emergency.
- Provide advice and assistance to businesses and voluntary organisations about business continuity

I am confident that the Chief Constable will ensure that Leicestershire Police work with the local resilience partners to meet the requirements under the CCA.

4.3. Working with partners to tackle crime, reoffending and non-crime incidents

When faced with the task of “tackling crime”, a good place to start is a consideration of what causes crime, for if we can do something about the cause, we can do something about crime itself. The same is true for managing the high number of non-crime incidents with which the police deal; if we can intervene to prevent the incident, we can do something about the need and demand for police and other services’ time.

I have been much impressed by the willingness and interest of partners to work towards an agenda that seeks to address the causes of crime and non-crime incidents, rather than simply put sticking plasters on the problem and manage the immediate consequences. The insight, intelligence, perspective and dialogue which occurs when organisations and agencies come together can save time, money and accelerate the achievement of objectives – of this I am convinced. I have seen, across Leicester, Leicestershire and Rutland evidence of a long standing history of efforts made to combine the expertise, intelligence and resources of a wide range of disciplines and services to achieve immediate, short, medium term and longer term change. Indeed, there is an extensive network of partnerships across the region, and I am particularly encouraged by the existence and aims of the Strategic Partnership Board which is well placed to drive and manage whole system thinking.

With this history and culture I am confident that the active contribution of the role of the PCC, in terms of this wider agenda to tackle crime and non-crime incidents, will be able to make a significant difference.

It is my vision that, through this Office, we will use our resources to understand better the dynamic relationship between prevention, intervention and reduction of crime and non-crime incidents. Then we can commission (in collaboration with partners) for outcomes that will have a measureable impact at all three levels. In a time of reducing budgets, we need to maximise the resources we all have through increasing intelligence-led commissioning. I am confident that the existing partnership landscape, with its current joint commissioning arrangements, will help facilitate this. It is my intention to work with existing and emerging joint/partnership commissioning bodies when commissioning outcomes.

My vision involves looking creatively at the provider landscape too, as I am committed to ensuring that the most effective interventions and ideas, whether large or very small, have their value recognised and considered. I am particularly keen that the third sector, charities, social enterprises, voluntary organisations and also small business initiatives remain and grow as part of our provider landscape.

There is a wide range of data and intelligence available by both the police and partners (including the Force Strategic Assessment, and the Joint Strategic Needs Assessments produced by the City and Counties). These have enabled me to assess and prioritise areas of concern which are cross cutting with partner assessments of need and priorities. They are:

- Offending and anti-social behaviour amongst young people
- Alcohol misuse (in particular during night time economy hours) and dependency

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- Drug dependency and misuse
- Mental health and well being
- Identified families or 'supported families'
- The number of people reported as 'missing from home'
- Vulnerable adults, including 'mate crime' where vulnerable adults are 'befriended' and then subject to financial exploitation, abuse or neglect

By working together to tackle these themes, using the existing and emerging partnership structures in place, I believe we can prevent, intervene and reduce those behaviours and situations which have an impact across all communities and which require extensive police and partnership resourcing to manage. This will entail intervening early, as well as targeting those who cause the most harm or who are at the greatest risk of harm.

I will seek to support existing effective partnerships such as the Multi-Agency Public Protection Arrangements (MAPPAs), and the associated Multi-Agency Prolific and Priority Offender Management (MAPPOM) teams which all rely on collaboration to target those who cause most harm, or who are at greatest risk of harm. Likewise, I recognise the value of the existing Community Safety Partnerships (CSP) and will work with them so that our priorities are understood and aligned and the impact of our collective actions can be maximised.

The risk presented by the increasing volumes of traffic are a concern to some sections of the community, particularly in rural areas. Road safety is a core activity of the police service. A great deal of work goes into reducing accidents and injuries on our roads including investment in mobile and static speed cameras to target accident hotspots, "Fatal 4" (seat belt, speeding, drink drive and mobile phone) targeted operations and education days, and the recent introduction of the three force Serious Collision Investigation Unit. The latter is a collaborative approach to improve investigation of serious accidents and to bring offenders to justice where appropriate. The Leicester, Leicestershire and Rutland Road Safety Partnership also has a key role to play in reducing accidents, injuries and deaths on our roads and I will work with them to "provide a safer environment on the roads of Leicester, Leicestershire and Rutland." I expect the police to continue to work in partnership at all levels to make our roads safer.

At a time when resources are shrinking in all sectors and across all agencies, I believe it essential that we tackle these issues in the most joined up way possible. Through the Strategic Partnership Board and associated delivery groups I will work with partners to identify tactical approaches that will result in measurable, positive changes that benefit our communities and which will help all agencies work effectively and efficiently together. The police will contribute both in time and resource to the shared agenda and I will do all I can to support and encourage partners to do likewise based on their own responsibilities and priorities.

There are a number of partnership structures currently in place, which I intend to contribute to and support going forward. These include:

- The Strategic Partnership Board
- City Partnership and Safer Leicester Partnership

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- Leicestershire Together and Leicestershire Safer Communities Board
- Rutland Together and Safer Rutland Partnership
- District level Community Safety Partnerships
- Health and Well Being Boards for Leicester City, Leicestershire, and Rutland (and therefore embedded partnerships e.g. Leicestershire Substance Misuse Partnership Board (SMPB), the Leicester City Drug and Alcohol Commissioning Group and the Criminal Justice Strategic Commissioning Group (CJSCG).
⇒ (The Health and Well Being Boards are of particular interest, as the correlation between poor health, well-being and crime is absolutely clear, and therefore will be a key partnership body going forward.)
- Youth Offenders Management Board (City)
- Youth Offending Service Management Board (County and Rutland)
- Leicestershire and Rutland Local Safeguarding Children's Board
- Leicester Safeguarding Children's Board
- Leicestershire and Rutland Safeguarding Adults Board
- Leicester Safeguarding Adults Board
- Leicestershire Children's Commissioning Board
- Rutland Children and Young Peoples Partnership
- Leicester City Children's Trust
- Leicester, Leicestershire and Rutland Road Safety Partnership

4.3.1. Offending and Reoffending amongst young people and adults

1) Prevention and diversion of children and young people from offending

Early intervention offers an opportunity to improve the lives and futures of our children and young people, and to make savings in public spending in the longer term. I support this approach fully and believe it holds particular relevance to preventing offending amongst children and young people.

Locally, there have been innovative and effective developments in prevention and diversion to ensure local children and young people do not become unnecessarily involved in the criminal justice system. I am aware that organisations such as youth offending teams, together with the police, children and young people's services, community safety partnerships, and voluntary and community organisations have developed and delivered effective interventions across the sub-region. Performance in this area is already strong. Youth offending services, in collaboration with partners, have achieved year-on-year reductions in the number of first time entrants into the criminal justice system. Between 2005/6 and 2011/2012, there was a 72% reduction in the number of young people entering the criminal justice system.

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I am keen to contribute to and build on this progress ensuring that the focus on prevention and diversion remains. The way in which the police and partner organisations respond to children and young people who are at risk of offending is key. I would like to see restorative and other alternative approaches (which are known to be effective in reducing the risk of young people offending) continue to be developed and utilised as well as early intervention for known “at risk groups”. As this area of work spans a number of partnership areas (e.g. children and young people, safeguarding, community safety, health and well-being) I will work with partners to agree the best overall strategic fit which can drive through this preventative agenda.

Strategic Priority: Working with partners to prevent and divert young people from offending (by 31st March 2014)

Outcome Expected:

- A reduction in first time entrants into the criminal justice system, (measured through a reduction in the number of 10-17 year olds receiving a reprimand, final warning or conviction)

2) Reducing reoffending amongst young people and adults

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

I will seek to support these existing arrangements, through the Strategic Partnership Board and by working collaboratively with local authorities, community safety partnerships, criminal justice, health and social care partnerships and VCOs, in order to develop our response and reduce reoffending further. In addition to this I also have three inter-related priorities outlined below.

a) Young people (16 to 24 years)

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

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

Strategic Priority: Working with partners to reduce reoffending amongst young people and adults - young people 16-24 years (by 31st March 2014)

Outcome Expected:

- An agreed model of delivery informed by the completion of a joint needs analysis and review of effective practice in relation to work with this group
- A reduction in reoffending amongst 16-24 year olds

b) Alcohol and drug related offending

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

Offenders known to the local youth offending services and Probation Service display significant levels of offending related need in this area; 32% of adult offenders have an alcohol need and 27% have a drug misuse need underpinning their offending. Whilst a high proportion of young people (43%-48%) known to the city and county youth offending services have an assessed level of substance misuse need, it is at a lower level of complexity and at an earlier stage of problem development than adult offenders, but still presents a significant issue that requires addressing.

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

The history of partnership working is strong in this area and there has been considerable success, for example, in the design and commissioning of an end-to-end treatment pathway for drug and alcohol misuse offenders across the sub-region and a strong record of performance. I also recognise the wealth of knowledge and expertise across provider organisations and strategic and commissioning partnerships such as the Leicestershire and Rutland Substance Misuse Partnership Board, the Drug and Alcohol Commissioning Group and the Criminal Justice Strategic Commissioning Group.

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I look forward to working in partnership, linking with existing strategic plans, building on the progress already made and pursuing shared priorities through the Strategic Partnership Board.

Strategic Priority: Working with partners to reduce reoffending amongst young people and adults –alcohol and drug related offending (By 31st March 2014)

Outcome Expected:

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

* The late night levy ("the levy") is a power, conferred on licensing authorities by provision in Chapter 2 of Part 2 of the Police Reform and Social Responsibility Act 2011 ("the 2011 Act"). This enables licensing authorities to charge a levy to persons who are licensed to sell alcohol late at night in the authority's area, as a means of raising a contribution towards the costs of policing the late-night economy.

c) Supported families

In 2011, the Prime Minister highlighted how just 120,000 families were costing the country £9 billion (around £75,000 per family) per year. These families often experience one or more of the following; no adult in the family in work, children not consistently in school, and family members involved in crime and anti-social behaviour. Evidence gathered locally suggests that certain families experience disproportionately high levels of substance misuse, debt, unemployment, domestic abuse and other crime and experience poorer mental and physical health. Leicester City's 'Think Family', Leicestershire's 'Supporting Leicestershire Families' and Rutland's 'Changing Lives' programmes hold great potential in ensuring a whole family approach is taken and aim to work in partnership with these families to secure long-lasting change.

I am committed to contributing to this agenda given its clear relevance to preventing offending and reducing reoffending. I will ensure that the police continue to contribute to the programmes strategically and at an operational level in localities. I am also keen to ensure that other programmes, such as those focussing on prolific and priority offenders and adults serving less than 12 months, contribute to these programmes in order to maximise our collective effectiveness.

Strategic Priority: Working with partners to reduce reoffending amongst young people and adults - Ensuring the police contribute positively to the strategic outcomes of the supporting families programmes (by 31st March 2014)

Outcome Expected:

- A reduction in offending and reoffending within families engaged in the programme(s)
- A reduction in recorded ASB committed by families engaged in the programme(s)

4.3.2. Mental health:

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

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

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

Although Leicestershire has fewer people living with mental health conditions than average, the fact that mental health conditions are so common means that the number of patients with such conditions in Leicestershire is substantial. For example 64,772 people in Leicestershire are estimated to have common mental health conditions. There are also significant numbers of people with other mental health conditions and this needs to be understood when considering any form of commissioning in this area.

Responding to and dealing with incidents relating to mental health crisis, despair and vulnerability occupy a significant proportion of front line officer time both locally and nationally. Over the past twelve months, Leicestershire Police have dealt with more than 8000 such incidents which amount to some 22 incidents on each and every day of the year, equating to 15% of all police incidents. Out of these, 384 relate to reports of people 'missing from home' with many of these involving some of the most vulnerable people in our society including, for example, young people 'looked after' by the local authority or people living with dementia..

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

Section 4 - The Police and Crime Plan Journey and Priorities

Leicestershire Police have long been considering how they and partners can provide the best, most appropriate and timely service for people living with mental health conditions and secondly to reduce repeat demand from people in crisis living with mental health conditions. The police have refreshed their own mental health strategy earlier this year. This combined with the focus of the Health and Well Being Boards on prevention and the coming together of key stakeholders, (the three local clinical commissioning groups, Leicestershire Partnership NHS Trust, Leicestershire and Rutland Probation Trust, Public Health for the County and City, Adults and Social Care for the County and City, and the police and Office of the Police and Crime Commissioner) promises to help create an excellent platform from which partners can agree common areas of concern. This can then result in a joint plan of work to achieve mutually agreed outcomes.

I am pleased that, in addition to this, there are already well established working relationships between the police and other agencies who are expert in the field of managing mental health crisis, despair and vulnerability. Indeed, a number of innovative projects are being tested to examine the effectiveness of new approaches. For example, a joint project between Leicestershire Partnership NHS Trust and the police is combining a police officer with a community psychiatric nurse in a police car to respond to incidents out of hours. This project is already demonstrating a reduction in the number of individuals needing to be taken to a place of safety under Section 136 of the Mental Health Act 1983 which is reducing the demand on both police and our partners' time and resources.

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

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

Strategic Priority: Working with partners to improve the response to individuals with mental health needs in order to improve outcomes for the individuals and to optimise resource/demand deployment and management for all agencies.

Outcome Expected:

Short term: By September 2013

- Key stakeholders to define a set of common priority areas
- Develop a programme of joint working between key stakeholders, related to above priority areas
- Agree a broader set of specific outcomes and measures for all key stakeholders

Section 4 - The Police and Crime Plan Journey and Priorities

4.3.3. Missing from home incidents:

There are approximately 5,600 missing person reports each year in Leicester, Leicestershire and Rutland. Research (by other UK police forces) shows that each missing person incident costs between £1000 and £2000 to investigate and resolve. Assuming even the lower of these estimates, the annual financial cost to this Force in responding to missing persons reports is over £5 million each year. In the worst case this cost estimate rises to over £10 million each year; or well over 5% of our budget.

Analysis demonstrates that the greatest numbers of reports are made from children's homes, mental health units and those people who go wandering due to dementia. Some 21% of all people reported missing come from only nine locations across the City and Counties. This equates to 1,176 reports and a projected cost to Policing of £1.17 million (based on the lower cost estimate).

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

I am pleased that there is ongoing work with partner agencies to reduce the level of missing person reports from some of the locations noted above, with this effort focusing on individuals who are repeatedly reported missing. In addition to the financial implications, there are clear risk factors associated with the more vulnerable persons, either by virtue of their mental health issues and/or their age. Additionally, children who go missing on a regular basis are at increased risk from: sexual exploitation; drifting into alcohol or substance misuse; or a pattern of criminal offending. People who go missing from home due to dementia can also be at an increased risk of vulnerability. Leicestershire Police are working with a number of partner agencies, voluntary organisations and charities to work towards dementia friendly communities. We recognise the importance of working together to reduce this risk and protect the most vulnerable in society.

Strategic Priority: To reduce the level of repeated missing person reports (by March 31st 2014)		
Hard Target:	25% reduction in repeated missing person reports	Measured by: <ul style="list-style-type: none">• Number of missing from home reports• Police time and cost spent dealing with missing persons• Reduced reporting from the nine key locations

4.3.4. Safeguarding Children and Adults:

I recognise the valuable work undertaken by the safeguarding boards and am committed to maintaining and improving our engagement with these boards and associated operational subgroups.

Chaired by an independent person, these multi-agency safeguarding boards for adults and children have existed for some time now in Leicester, Leicestershire and Rutland, with the Police playing a vital role on these bodies. The boards co-ordinate the activities of statutory and voluntary agencies, are responsible for developing policies and procedures and also participate in and influence the planning and development of services. Their prime purpose is safeguarding and promoting the welfare of children and adults in the area and holding agencies to account for that work.

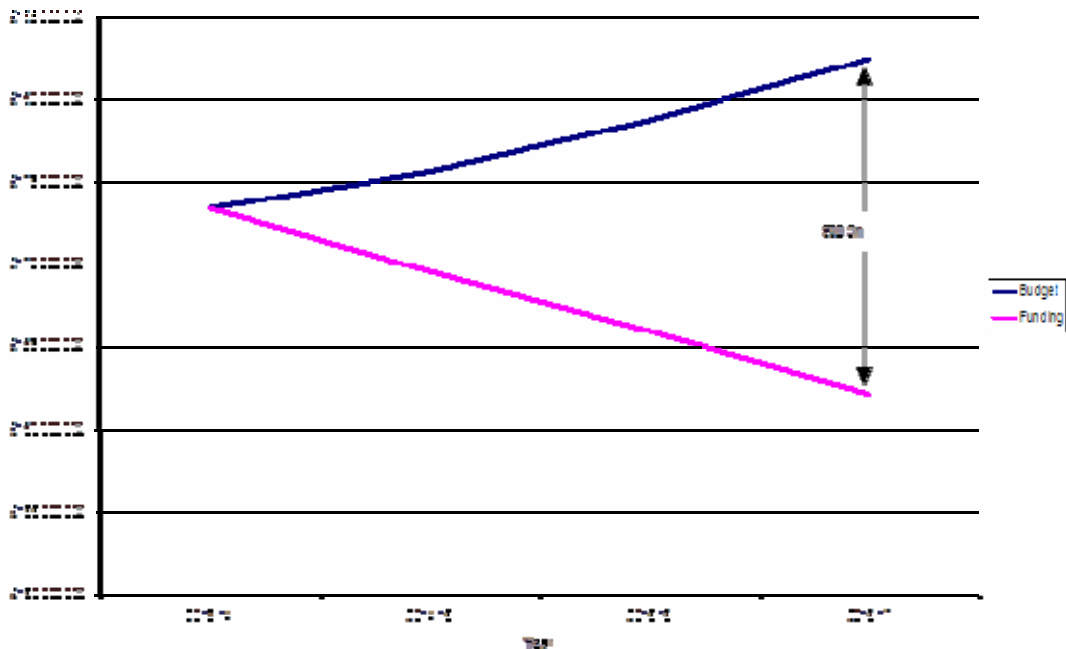
Section 5 - The Financial Challenge

Setting the Force Budget:

As PCC I am responsible for setting the annual budget including the level of council tax for police purposes (known as the 'precept'). Policing in Leicester, Leicestershire and Rutland currently costs the average council tax payer £173.87 per year; that is the equivalent of 48p a day and represents very good value for money when compared to other force areas. Nevertheless, I will be striving to contain future increases in this amount recognising the pressures all households feel during these difficult financial times.

Like other public services, Leicestershire Police face unprecedented budgetary challenges to its budget following the Comprehensive Spending Review (CSR) announced in October 2010. The CSR set out reductions equivalent to over 20% of the Government's Police Grant funding element for the period 2011 through to 2015/6. In addition, pressure is placed on the budget of Leicestershire Police as the national funding formula is not fully, and equally, applied across the 43 forces in the UK. The net effect of this is that Leicestershire Police receives approximately £4 million per annum less than would be expected were the funding formula applied fully.

Funding available for public services, including the police, is being reduced further due to national and international economic issues, while pressure is increasing due to legislative and other changes. Leicestershire Police currently project a funding gap of approximately £20 million by 2016/17. A number of options to close the gap and reduce the spending requirement of the Force are already being developed. The table below shows the financial challenge for the coming years:



I have maintained a budget for the coming year (2013/14) to meet the current policing requirement and the priorities set out in this plan without increasing the council tax for police purposes. This plan sets out priorities which the Chief Constable has agreed are both realistic and affordable. I want the Chief Constable to formulate an approach to policing that will deliver the objectives set out in the plan within the budget allocated to him.

Section 5 - The Financial Challenge

Leicestershire Police Change Programme:

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

Due to the existing financial challenges, including those set out in the Chancellor's Autumn Statement, the Force has set a goal for the Change Programme, which I endorse and support:

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

I judge that it is prudent to aim for at least £20m as a further spending review is expected in 2013. Furthermore, as the Government's austerity programme is expected to go deeper and last longer than was originally envisaged, this approach will allow some flexibility and choices in the options that I may implement.

Whilst I acknowledge fully that the Force has a good track record of addressing budget reductions, while maintaining or improving service levels, it is now clear that a more fundamental approach will be required if the Force is to be successful in achieving the priorities that I have set whilst addressing further financial constraint. With this in mind, I am asking the Chief Constable to design a Force that is fit for the future; that work will look forward to 2016/17 to see what shape, size and functions are needed and can be afforded.

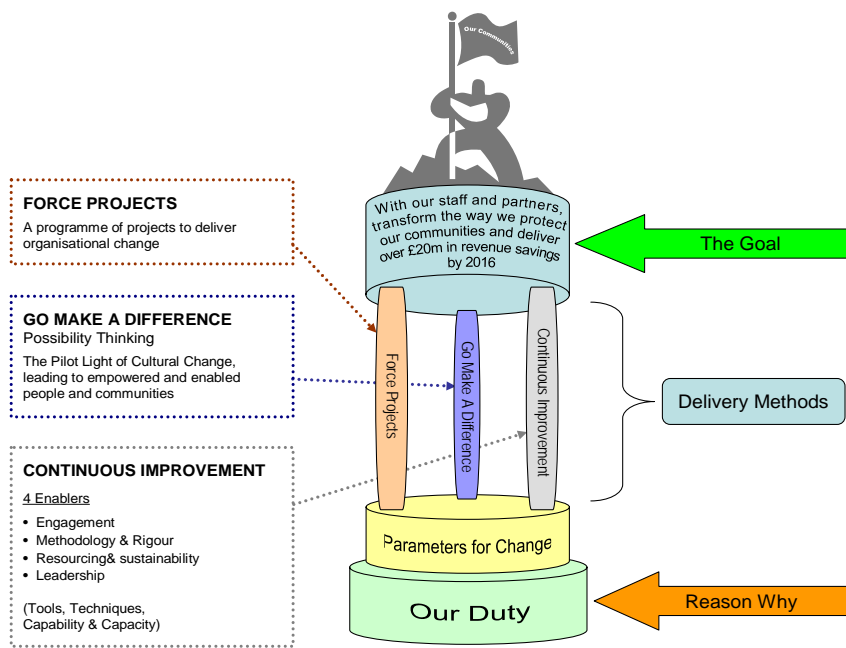
In considering transformational change within Leicestershire Police I expect the Chief Constable to look for innovative and creative solutions including:

- Further regional collaboration
- Further outsourcing of service provision where this is appropriate
- Demand reduction work with partners

The Change Programme has three key strands to achieve the goal set out above:

- Force Change Projects – A programme of projects designed to deliver new ways of working, new structures and improved processes that will ultimately bring to life the vision of a force fit for the future
- "Go Make a Difference" – A programme to skill and equip our people in terms of their personal effectiveness as agents of change. Through this programme, staff will be empowered to own and deliver change
- Continuous Improvement Programme –working with managers and staff to embed a culture of continuous improvement through use of tools and techniques with an evidential basis. Tools from a number of methodologies such as LEAN, Six-Sigma and Systems Thinking will be employed

Section 5 - The Financial Challenge



A range of possibilities and project mandates are already in development to deliver the savings required in the Government's Comprehensive Spending Review. I will ensure appropriate governance and scrutiny of these options through the Force Change Board.

Strategic Priority: To develop and produce a comprehensive suite of change options to create a force that is fit for 2016/17 within the funding available.

Outcomes Expected:

- A vision for Leicestershire Police that is radical, challenging and will deliver the policing priorities set out in this Plan within the resources available.
- Evidence based business cases for change, developed from and based on current project mandates and options under consideration.
- Savings / Change plan for 2013-2017 produced by 30th June 2013.
- Implementation of options approved through the Force Change Board.

Collaboration:

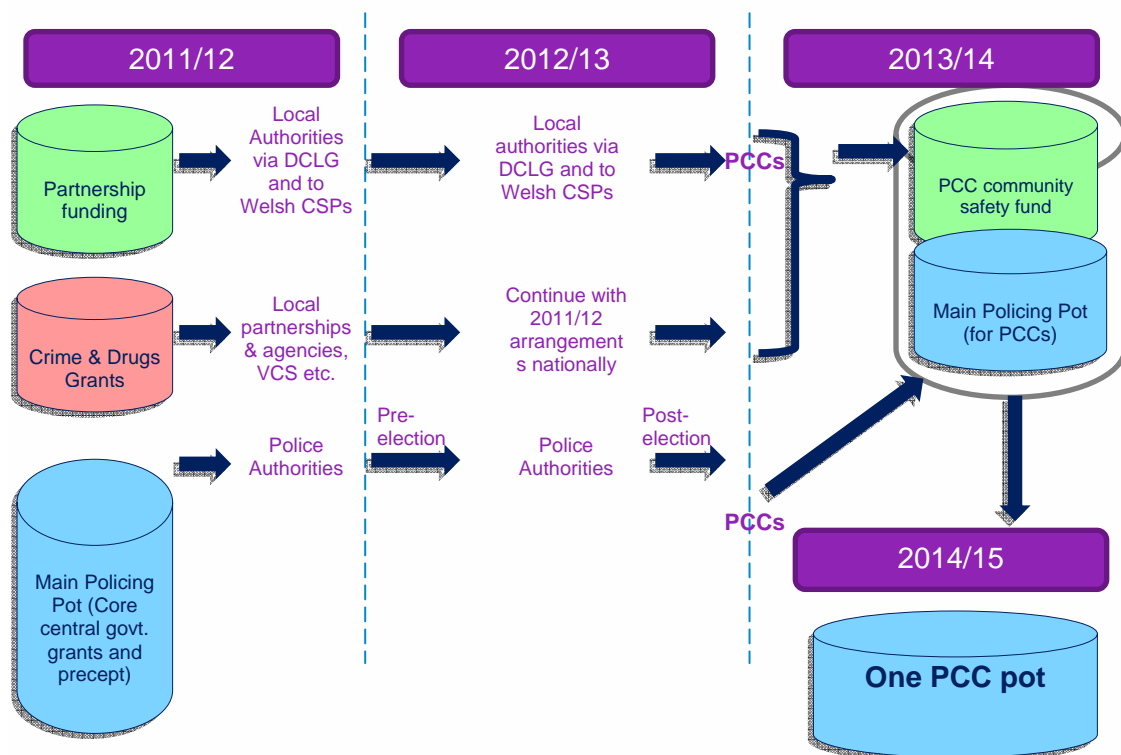
Police forces in the East Midlands have worked together formally and informally for many years and recognise that joint working is a sustainable way of delivering a wide range of police services to the people of the East Midlands and at a national level. Considerable momentum and progress has been made in relation to East Midlands Collaboration with commitment from all Chief Officers in the five forces making up the region, (Leicestershire, Nottinghamshire, Northamptonshire, Derbyshire and Lincolnshire).

Section 5 - The Financial Challenge

I fully support this approach and see it as being essential to the provision of an effective and efficient police service able to meet the challenges of the 21st Century. I will work with the other Police and Crime Commissioners in the region to maintain/increase this momentum and to seek innovative and effective solutions which will bring down the cost of policing our streets. I will take time to meet with my peers through the East Midlands PCC Board where we will seek a common understanding and way forward in collaboration, thus ensuring that the interests of Leicester, Leicestershire and Rutland are balanced with the regional and national needs of the broader area. As and when necessary, I will use reserve funds in order to invest in projects that will 'spend to save' (e.g. IT, infrastructure etc).

Commissioning

The Home Office recently advised me that the Community Safety Fund, to support crime and disorder prevention and community safety, is £1,649,000 for 2013/2014. The process diagram below shows how these funds are expected to move from current arrangements to those new ones mandated under the OPCC:



The Community Safety Fund is not ring fenced. I recognise that the fund parallels a number of ceased partnership funding streams and specific grants which have been historically used for a range of crime and disorder prevention purposes. I have worked, and will continue to work, extensively with partners to use their knowledge and experience of previous initiatives to support the commissioning process and inform our knowledge base around "what works". We have historically made significant contributions to partnership working, and we will be using the knowledge, experience and impact related to this additional investment to help us build a fuller picture of regarding areas for future investment.

Section 5 - The Financial Challenge

The movement of central government funding to the PCC (as shown in the diagram above), combined with existing Force funds will become the 'commissioning budget'. This presents both opportunities and challenges. The opportunity is that I can commission activities that contribute to the delivery of the Police and Crime Plan priorities. To do this, I will need to work with other local leaders to understand, influence and support partnership priorities and resources at a time when Government grants, and grants from partner bodies, are likely to be squeezed in the same way as the Police budget.

I will describe what I expect to see happen around the identified priorities to demonstrate that investment in them is both effective, and delivers value for money. I recognise that I will need to work with partners to understand what measures of effectiveness are most reliable, and this process of engagement with partners is already proving to be extremely valuable and productive, and is contributing to the construction of a clear commissioning framework to map a route from priorities to tangible outcomes.

Our commissioning framework has been designed to ensure that I can be confident that decisions made will have the desired effect on outcomes. I have followed recognised commissioning cycles from other sectors to bring consistency and understanding to the process. The overarching process is illustrated below.



Section 6 - Transparency and Accountability

I believe firmly in the seven Principles of Public Office as set out in the Nolan Report: selflessness, integrity, objectivity, accountability, openness, honesty and leadership.

Through these values the communities of Leicester, Leicestershire and Rutland will judge whether I have properly fulfilled my role as the Police and Crime Commissioner. These values extend to the way in which I will act, make decisions, deploy resources, invest public money, and engage with the Chief Constable and key partners for the purpose of ensuring the achievement of this Police and Crime Plan.

I also want the Chief Constable, the Officers and Staff of Leicestershire Police and my own team and all key partners to show the same level of commitment to these values and to be able to demonstrate this when required.

To demonstrate that this plan is being delivered I have put in place a robust assurance framework:

Public Accountability – How I am held to account by the communities of Leicester, Leicestershire and Rutland:

I will hold routine and regular local meetings so that I can listen to your concerns and address your priorities. I have written this plan to meet the needs of all communities of Leicester, Leicestershire and Rutland and to manage threats to your security and safety. I will ensure ongoing issues and concerns are addressed through the assurance framework described in this section.

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

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

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

With my Office I will develop a series of Advisory Groups, Forums and Focus Groups with the aim of engaging with as wide a population as possible. Together with other forms of communication, I will reach out to the diverse communities in the force area to build positive relationships, share and consult on the delivery of priority areas, and develop good practice. I have already agreed to be one of four pilot areas for a Youth Commission for Policing and Crime, reaching out and engaging with 14-25 year olds across Leicester, Leicestershire and Rutland to work with me in shaping and supporting the engagement with this particular age group. This is one example of how I intend to deliver engagement and consultation activity.

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

This is a legally mandated panel, comprising council representatives from the local authorities that make up Leicester, Leicestershire and Rutland (plus co-opted independent members). The role of the PCP is to scrutinise, publically, how I discharge my role as Police and Crime Commissioner, including making recommendations about this Police and Crime Plan.

Section 6 - Transparency and Accountability

The PCP is hosted by Leicestershire County Council and has its own terms of reference. All reports that the PCP might produce will be made available to the public, including responses that I make.

The elected councillor representation on the PCP enables the public to ensure that I am held to account.

The Joint Audit, Risk and Assurance Panel (JARAP) – Ensuring Value for Money:

Both the Chief Constable and I are responsible for ensuring good value for money, probity and regularity in all that we do as part of the achievement of this Police and Crime Plan.

The JARAP is also a mandatory requirement and will be attended by five independently appointed individuals who will seek assurances that I have fulfilled my responsibilities in connection with the best use of resources and public money.

The JARAP will meet in public throughout the year and report on their findings, making recommendations, where appropriate, to me and the Chief Constable to make improvements in the areas of risk management, internal controls and governance.

I will ensure there is a dedicated web page showing the work of the JARAP including minutes, reports, actions and responses from myself and the Chief Constable in connection with its findings.

The Chief Constable Accountability Meeting – How I hold the Chief Constable to account:

I am mandated to invest significant public monies in policing and crime reduction on behalf of all communities and to hold the Chief Constable to account. To enable me to do this in a responsible, objective and effective manner I shall meet with the Chief Constable on a weekly basis. This provides an on-going assessment and measure of the Chief Constable's performance. I shall also attend the monthly Performance Delivery Group chaired by the Deputy Chief Constable, where police performance is reviewed on a rolling basis.

I will secure relevant information to ensure constructive check and challenge in the delivery of this Police and Crime Plan by the Chief Constable. This will assist me in providing the public with the level of assurance that they require from me in connection with policing activities.

Executive Board (EB) – how the Chief Constable and I work together in the interests of Leicester, Leicestershire and Rutland residents:

The Executive Board (EB) has been established to ensure an effective working relationship between Leicestershire Police and the Office of Police and Crime Commissioner. Both the Chief Constable and I will attend all EB meetings. The EB ensures that the right decisions are made as well as ensuring best use of resources available within the constraints of the legal framework. It will also ensure the services provided by Leicestershire Police and its partners are safe, legal, viable and sustainable for the purpose of achieving the Police and Crime Plan priorities.

Section 6 - Transparency and Accountability

I will hold the EB in public thus demonstrating my commitment to openness and accountability. It will have its own terms of reference, even though it is not a mandatory requirement.

Strategic Partnership Board – how I work with partners:

I believe partnership working will be fundamental to the successful delivery of the Police and Crime Plan. I will engage with, and commission, wider partner organisations for this purpose. As Chair of the Strategic Partnership Board (SPB) I will contribute to and help coordinate the contributions of partners to the reduction of crime and the fear of crime across Leicester, Leicestershire and Rutland. This includes the delivery of a fair and effective local criminal justice system which will protect the public, hold offenders to account and reduce offending. The net effect of this should be increasing confidence of our local communities.

In working with partner organisations through the SPB, I will do all that I can to encourage innovation and collaboration amongst organisations, ensuring the best use of resources.

Section 7 – Opportunities, Initiatives and Aspirations

So far in this Plan I have covered areas of performance and the precise targets that I want to be met to drive down crime and improve the confidence of victims. I have also set out my aspirations regarding working with partners to tackle crime.

In this section I set out my aspirations and challenges to the Chief Constable and Leicestershire Police to seek opportunities to reduce running costs and find new ways to make our communities safer through innovation, creativity and the development of new ideas.

7.1. Estate management

Before I arrived in post, the Police Authority, with the Chief Constable, had already started a programme of estate rationalisation. This was done with four major imperatives in mind:

1. To provide services to the public in an efficient way (e.g. the sharing of 'front-office' functions within local government offices or other public services to offer 'one stop shop' opportunities for people to access)
2. Review the location and opening hours of our Front Enquiry Offices to ensure they meet demand and provide good value for money based on footfall and customer interactions each day
3. To develop new channels of communication to ensure accessibility for a greater number of people (e.g. online facilities, new media opportunities and text messaging services)
4. To improve the efficiency of running costs for many of our stations which may be inefficient in terms of overhead costs compared to the use of the station or number of officers based there.

The Force has increased the number of neighbourhood bases (92) established in local communities, allowing local officers to be more accessible and responsive. Work has already begun to assess the value and costs of the remaining stations and front enquiry offices and to look at expanding these neighbourhood bases where it makes sense to do so. I will continue to study estate rationalisation, where and when it makes economic and operational sense, and I will give strong consideration to using reserve funding to enable such 'spend to save' projects. That said, all future decisions will of course be undertaken with full consultation of the relevant local authorities and communities. I would want these issues to be fully considered in the savings plans being developed by the Force and this will be reflected when I reissue this plan later in 2013.

7.2. Linking with the voluntary sector

I believe strongly that we should use the goodwill and commitment of the voluntary sector to help drive down crime. Leicestershire Police already work closely with (and rely on the skills of) a number of critical partners in the voluntary sector. I fully intend to build on our relationships with the voluntary sector, across Leicester, Leicestershire and Rutland and to capitalise on our own police volunteers in order to reap the maximum benefits from their excellent work and will be creating a volunteer forum as part of my engagement and consultation strategy.

7.3. Maximising officers on front line duties

Both prior to, and since, the PCC elections I have been made very aware of the public's view that they wish to see as many uniformed officers on the beat as possible – preferably faces that they know, recognise and trust. I will do all that I can to maximise the percentage of our officers employed on 'front line' duties. To this end, I wish to see work that will:

1. Continue to drive down paperwork/ bureaucracy thus allowing officers to maximise the time they are on patrol, accessible to you and engaged in preventing crime (as described at 4.1.4).

I am prepared to 'invest to save' (e.g. by buying new IT systems) and I will scan the horizon of other Force areas to identify useful best practice which might be imported or shared. Where necessary and appropriate, I will lead on, or contribute to, Force area trials to enable reductions in bureaucracy.

2. Develop the most effective and efficient teams to meet the needs of each community utilising both Constables and PCSOs to best effect. I expect the Chief Constable to develop both rural and urban policing strategies that draw on the local knowledge of officers and PCSOs to help drive down crime and provide bespoke policing services to different communities.

I would like to see this reflected in the Chief Constable's control strategy to show how PCSOs and Officers can be dedicated to meet these different needs in a sustainable way, to build trust and confidence in our communities.

In the first year, at least, I have made provision for PCSO numbers to be maintained.

3. Increase the number of Special Constables to provide uniformed police on our streets – in the City, in our towns, and in the villages and countryside.

We already have some 300 'Specials' and I support the Force's plan to increase this to 400 by 2016, taking advantage of the opportunity to make this group even more representative of our diverse community. The deployment of Specials should look at their skills and local knowledge and link to the Chief Constable's rural and urban crime strategies as outlined in 2 above.

On all three of these initiatives, I have asked the Chief Constable to report back to me by July 2013 to outline his plan to achieve them. I also expect him to include his views on any other initiatives that might bring improvements and efficiencies in policing through the use of innovation and initiative. In this regard, I will also look at initiatives developed by other police forces and PCCs and, where these are transferable, I will look to implement them in Leicester, Leicestershire and Rutland, where this is the right thing to do.

Section 7 – Opportunities, Initiatives and Aspirations

I am also keen to learn from the staff and officers of Leicestershire Police about how they would improve the service and the way policing is delivered and I will take time to speak, and listen, to their ideas and solutions throughout my term in office.

Our people are essential to the successful delivery of this plan. The communities we serve will benefit from our sensitivity to their needs and our commitment to the highest legal and ethical standards. I recognise the need to ensure that we provide a healthy and stimulating work environment which encourages innovation and ideas for improvement so that everyone can make a difference. I will do all that I can to ensure that we recruit the best candidates, and that they reflect our communities, and that we retain and develop our people to realise their full potential. Leicestershire Police will, I hope, attract and retain people with superior capabilities and commitment, and we will continue to build on the admiration and respect of our communities, our partners and our people not only for the work that we do but also the way in which we do it.

Section 8 – Summary of Priorities and Expected Outcomes

8.1. The Policing Priorities:

Strategic Priority: To provide a good service to the communities of Leicester, Leicestershire and Rutland				
Hard Target:		75% of respondents feel the Force is doing a “good job” in their area.		Measured by: <ul style="list-style-type: none"> Community Based Survey (rolling quarterly basis) Supported by: <ul style="list-style-type: none"> Crime Survey for England and Wales
Strategic Priority: To provide a good quality of service and response to victims of crime and anti social behaviour (ASB)				
Outcome Expected:		85% of ‘all users’ satisfied with service provided.		Measured by: <ul style="list-style-type: none"> Victim satisfaction levels
Strategic Priority: To reduce all crime				
Hard Target	5% reduction by 31/3/2014	Stretch Target	8% reduction to 31/3/2015	Measured by: <ul style="list-style-type: none"> Recorded crime figures
Outcomes Expected		32% sanctioned detection rate 85% victim satisfaction with service received.		Measured by: <ul style="list-style-type: none"> Recorded detections Qualitative Indicator: <ul style="list-style-type: none"> Victim satisfaction level for crime
Strategic Priority: To reduce domestic burglary				
Hard Target	10% reduction by 31/3/2014	Stretch Target	15% reduction by 31/3/2015	Measured by: <ul style="list-style-type: none"> Recorded crime figures
Outcomes Expected		25% sanctioned detection rate 90% satisfaction rate with service		Measured by: <ul style="list-style-type: none"> Recorded detections Qualitative Indicator: <ul style="list-style-type: none"> Victim satisfaction for burglary
Strategic Priority: To reduce commercial burglary				
Hard Target	12% reduction by 31/3/2014	Stretch Target	18% reduction to 31/3/2015	Measured by: <ul style="list-style-type: none"> Recorded crime figures
Outcome Expected		17% sanctioned detection rate		Measured by: <ul style="list-style-type: none"> Recorded detections

Section 8 – Summary of Priorities and Expected Outcomes

Strategic Priority: To demonstrate a positive outcome for victims of recorded domestic abuse including without injury (rolling monthly target)				
Outcomes Expected		50% sanctioned detection rate 90% satisfaction with service	Measured by: • Recorded detections Qualitative Indicators: • Domestic abuse satisfaction levels	
Strategic Priority: To create a safe and supportive environment for the reporting of child abuse and child sexual exploitation to enable key performance measures to be identified.				
Outcomes Expected by 30th June 2013:				
<ul style="list-style-type: none"> • Breakdown of 'historic' and 'current' reporting and outcomes against each category • Strategic assessment of the threat posed by, and scale of, child abuse and sexual exploitation • Performance Indicators identified and quantified 				
Strategic Priority: To demonstrate a positive outcome for victims of serious sexual offences (rolling monthly target)				
Outcome Expected		33% sanctioned detection rate	Measured by: • Recorded detections	
Strategic Priority: To demonstrate a positive outcome for victims of recorded hate crimes (rolling monthly target)				
Outcomes Expected		55% sanctioned detection rate 88% satisfaction with service	Measured by: • Recorded detections Qualitative Indicator: • Racist incident satisfaction levels	
Strategic Priority: To reduce violence against the person – with injury				
Hard Target	5% reduction by 31/3/2014	Stretch Target	10% reduction to 31/3/2015	Measured by: • Recorded crime figures
Outcomes Expected		50% sanctioned detection rate 82% satisfaction with service	Measured by: • Recorded detections Qualitative Indicator: • Violent crime satisfaction levels	
Strategic Priority: To reduce vehicle crime (theft from motor vehicle)				
Hard Target	14% reduction by 31/3/2014	Stretch Target	18% reduction to 31/3/2015	Measured by: • Recorded crime figures
Outcomes Expected		15% sanctioned detection rate 85% satisfaction with service	Measured by: • Recorded detections Qualitative Indicator: • Vehicle crime satisfaction levels	

Section 8 – Summary of Priorities and Expected Outcomes

Strategic Priority: To reduce vehicle crime (theft of motor vehicle)				
Hard Target	12% reduction by 31/3/2014	Stretch Target	16% reduction to 31/3/2015	Measured by: <ul style="list-style-type: none"> Recorded crime figures
Outcomes Expected		30% detected 85% satisfaction with service	Measured by: <ul style="list-style-type: none"> Recorded detections Qualitative Indicator: <ul style="list-style-type: none"> Vehicle crime satisfaction levels 	
Strategic Priority: To provide a good quality of service and response to victims of ASB (rolling monthly target)				
Outcome Expected		85% satisfied with service provided.	Measured by: <ul style="list-style-type: none"> Victim satisfaction levels 	

8.2. Outcomes Expected through Partnerships:

Strategic Priority: Working with partners to prevent and divert young people from offending (by 31st March 2014)
Outcome expected: <ul style="list-style-type: none"> A reduction in first time entrants into the criminal justice system, (measured through a reduction in the number of 10-17 year olds receiving a reprimand, final warning or conviction)
Strategic Priority: Working with partners to reduce reoffending amongst young people and adults – young people 16 – 24 years (by 31st March 2014)
Outcome Expected: <ul style="list-style-type: none"> An agreed model of delivery informed by the completion of a joint needs analysis and review of effective practice in relation to work with this group A reduction in reoffending amongst 16-24 years
Strategic Priority: Working with partners to reduce reoffending amongst young people and adults – alcohol and drug related offending (By 31st March 2014)
Outcome Expected: <ul style="list-style-type: none"> An increase in the number of successful completions of those receiving drug and alcohol treatment A reduction in the number of representations into structured treatment within 6 months of successful completion A reduction in reoffending rates amongst offenders within criminal justice treatment A reduction in the number of incidents recorded in or near licensed premises during the night-time economy hours of 7pm to 7am An assessment and evaluation of the use of late night levy* options through partners with a view to implementation.

Section 8 – Summary of Priorities and Expected Outcomes

Strategic Priority: Working with partners to reduce reoffending amongst young people and adults - Ensuring the police contribute positively to the strategic outcomes of the supporting families programmes (by 31st March 2014)		
Outcome Expected: <ul style="list-style-type: none"> • A reduction in offending and reoffending within families engaged in the programme(s) • A reduction in recorded ASB committed by families engaged in the programme(s) 		
Strategic Priority: Working with partners to improve the response to individuals with mental health needs in order to improve outcomes for the individuals and to optimise resource/demand deployment and management for all agencies.		
Outcome Expected: Short term: By September 2013 <ul style="list-style-type: none"> • Key stakeholders to define a set of common priority areas • Develop a programme of joint working between key stakeholders, related to above priority areas • Agree a broader set of specific outcomes and measures for all key stakeholders 		
Strategic Priority: To reduce the level of repeated missing person reports (by March 31st 2014)		
Hard Target:	25% reduction in repeated missing person reports	Measured by: <ul style="list-style-type: none"> • Number of missing from home reports • Police time and cost spent dealing with missing persons • Reduced reporting from the nine key locations

8.3. The Financial Challenge:

Strategic Priority: To develop and produce a comprehensive suite of change options to create a force that is fit for 2016/17 within the funding available.		
Outcomes Expected: <ul style="list-style-type: none"> • A vision for Leicestershire Police that is radical, challenging and will deliver the policing priorities set out in this Plan within the resources available • Evidence based business cases for change developed based on current project mandates and options under consideration • Savings / Change plan for 2013-2017 produced by 30th June 2013 Implementation of options approved through the Force Change Board 		