



**POLICE & CRIME
COMMISSIONER**
for Leicestershire

Prevention | Partnership | Protection

ANNUAL REPORT

2017/2018



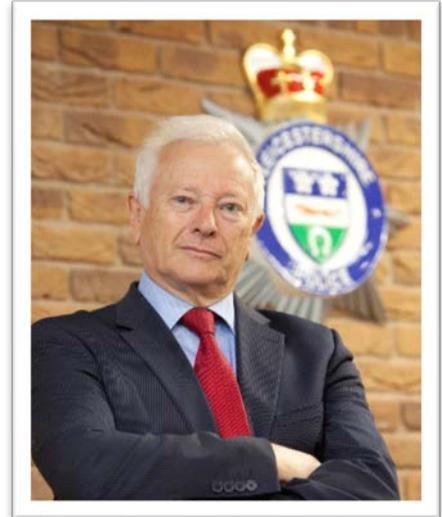
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Message from the Commissioner

Half-way through my four-year term as Police and Crime Commissioner (PCC) is a good time to look back on the achievements to date and consider how we might build on this progress for the future safety of those who live in Leicester, Leicestershire and Rutland (LLR).

My Police and Crime Plan, launched last year in close consultation with you, is firmly entrenched, providing us with an on-going focus for all services delivered by Leicestershire Police. So far, we're doing a good job of fulfilling our goals as independently verified by Her Majesty's Inspectorate of Constabulary, Fire and Rescue Services (HMICFRS). Its recent inspection evaluated our services as "Good" which confirms local people are receiving a high-quality service from their police force.



There are many highlights from 2017-18 including the proactive and robust way we've tackled community problems, particularly antisocial behaviour (ASB). In Countesthorpe, for example, we've continued to work with partners to increase visibility, engage with young people and adopt tough enforcement measures including Public Space Protection Orders (PSPO) to respond to escalating problems – all of which has helped lower levels of ASB.

Policing visibility is increasing and over the last two years, for the first time since 2010-11, we've seen additional police officers recruited to the frontline, including a further 24 (three for each neighbourhood area) for this current year. A reorganisation of our existing resources through the force's new operating model has resulted in more officers out of stations and into our neighbourhoods which is something we all want to see.

Similarly, we increased the footprint of my own office, attending a host of high profile community engagement events across LLR to connect to residents, listen to their concerns and proactively communicate our work.

The financial pressures haven't gone away but we've got smarter in the way we work with a strong emphasis on partnerships and collaboration to improve efficiency. We've continued to explore opportunities to share resources with our local partners including co-location to keep our officers accessible in the communities in which they serve.

Victims too will benefit from enhanced resources to help them recover from crime. I've listened very carefully to the views of people who've experienced our recovery services first-hand and as a result a new contract will commence on August 1 to deliver community-focused services. This means help will be available where and how people are most likely to access it including in our stations and via WebChat. It will not only be more flexible but will provide better value for the public.

I've put a lot of emphasis this year on call handling. People need to know they can contact police easily when they need them and I'm pleased that now more than nine out of ten 999 calls are answered within 10 seconds thanks to major improvements in this area. There have also been faster response times and improved abandonment rates on the 101 non-emergency number – all of which are vital for public confidence.

Internally, we've taken positive steps to achieve a more diverse and representative force which mirrors our communities. A Strategic Group under the leadership of the Chief Constable has been developed to evaluate recruitment and promotion processes and the results are encouraging with almost two thirds of recent assessment centre candidates coming from underrepresented groups.

All of these achievements have been made in the context of ongoing funding limitations. Despite my pleas at a national level for a fairer settlement, our funding grant remained at a flat cash level in 2017-18, which didn't take account of inflation. However, the Government has provided some flexibility to increase our revenue this coming year through a council tax increase which means the budget for policing Leicestershire in 2018-19 equates to an increase of £4.615m (2.69%) from the 2017-18 net budget requirement. This will help fund the additional police officers across our neighbourhood teams and ensure our officers remain on frontline duty for longer than ever although regrettably at the cost of local taxpayers.

Looking forward, I have exciting plans to improve the way we manage negative behaviour and destructive lifestyles which impact on community life. I'd like to empower ordinary people to take charge of their neighbourhoods as well as give our professionals greater tools to rehabilitate offenders.

Two key areas of work in the pipeline include:

People Zones: The development of community-run projects across LLR where neighbourhoods decide for themselves how they want to improve their areas and receive support from specialist public services to achieve their ambitions.

Criminal Justice System Devolution: Working with the Ministry of Justice and regional partners to influence local rehabilitation and resettlement services to reduce reoffending. Since the partial privatisation of probation in 2015, there has been significant adverse publicity regarding the service's performance. I intend to work with the Ministry of Justice to turn this around by developing a much more localised approach to rehabilitating offenders.

The remainder of my term will be very much performance-focused. We all have one overriding goal; to make our unique and diverse area safer. We've achieved a great deal but there is much, much more to do.

I look forward to it.

A handwritten signature in blue ink, appearing to read 'Willy Bach', with a long horizontal line extending from the end of the signature.

Lord Willy Bach
Leicestershire Police and Crime Commissioner

MY ROLE

Ultimately, my role as PCC is to represent you, the public, and hold the police to account on your behalf. I was elected into this position by you and my chief responsibility is standing up for your views and ensuring you get the best possible policing service.

As your PCC I make key strategic decisions designed to make our communities safer. To ensure I deal with the things that matter most to you, I talk to you and ask you to share your views. This is one of the most rewarding aspects of the job and is why I attend so many community events across the force area during the year. This is a wonderfully diverse place to live, work or visit and it's my duty to ensure everyone has a voice and the opportunity to influence the counties in a positive way.

My office has its own budget and the flexibility to commission a variety of different services to improve public safety and support the recovery of victims of crime. I'm also responsible for the overall police budget, something I monitor very regularly to ensure the force remains efficient and effective and spends your money wisely.

Leicestershire Police cannot achieve everything on its own. Our growing population has increased pressure on services which are already under resourced. Multi-sector partnership working is critical to overcoming these difficulties and ensuring we deliver the best possible policing service for LLR.

The police are usually the first and last resort in an emergency – even when a problem lies outside its area of expertise and capabilities. There are often more appropriate services in place to help and my task is to connect with these organisations to ensure the right professional responds from the outset.

Although I'm not responsible for operational policing such as crime investigation, which is entirely the role of the Chief Constable, I am expected to monitor the standards of the force's performance and ensure it is meeting its aims as well as highlight areas of concern.

THE YEAR IN A NUTSHELL

During 2017-18 there were two over-riding issues; the need to secure an appropriate funding deal to keep people safe and the need to manage the growing threat of terrorism.

The necessity to increase vigilance and security measures in the wake of last year's terror atrocities inevitably put further strain on the already challenged budget. Throughout the year I campaigned relentlessly for a better funding settlement, using every tool at my disposal. I believe that we had some success, but I am aware that there is more to do.



April

On-line crime reporting is launched, enabling people to provide details of a crime at a time and in a way that is convenient to them, linking in with my Police and Crime Plan pledge to increase accessibility.

May

I launch a new Crime Prevention Grant. Worth a total of £250,000 per annum, it offers local organisations financial help for projects tackling crime and ASB or improving community safety.

June

I issue an invitation to all newly-elected local Members of Parliament to discuss the funding challenges faced by policing in austerity and change.

July

I secure an extra £600,000 to provide more help and support for victims of domestic abuse and sexual violence across Leicester, Leicestershire and Rutland.

I launch my campaign against knife crime #LivesNotKnives and fund new projects to help the police tackle the problem.



August

I am proud to speak at the Caribbean Carnival, that huge happy party that wonderfully illustrates the cohesive community we share.

I approve the new operating model for policing which is designed to put more police on the streets when they are most needed.

September

I take part in Leicester City Pride's march, which exemplifies the spirit of tolerance and fun.

I release plans for a new, more economical, police station to be located on the site of the current station on Hinckley Road, Leicester, including a public enquiry office.

October

I support 'Sammy's Law' – a national campaign calling for new legislation to be introduced to absolve teenage girls of the crimes they were forced to commit while being groomed by predatory paedophiles. Such a law would wipe the criminal record of these victims for offences committed under severe duress and ensure they are not held accountable for action taken while being manipulated and controlled by their abuser.

'Stamp it Out', a film tackling Hate Crime, funded by my office and featuring sports stars from across LLR, is launched during national Hate Crime Week.

November

Ahead of the Autumn Budget and subsequent Policing Settlement, I seek the support of local MPs across LLR to ensure better funding for local policing and take every opportunity to point out that community safety should never be compromised as a result of funding cuts.

December

My new Chief Executive takes up his post.

I commission Leicester City Council to provide a specialised combined Police and Ambulance (PolAmb) vehicle to keep people safe on nights out in Leicester City centre.

I launch a survey to gauge public opinion about increasing the precept for local policing by £12 per annum for a Band D household as proposed by the Minister for Policing.

January

The results of my survey show a strong public approval for the 6.4% precept increase: 1,743 residents responded with nearly three-quarters signalling their support.

My budget saves 52 officer posts and funds a further 24, securing a total of 76 police officer posts. Plans agreed for four further sexual offences investigators and a positive action post to help the workforce to better represent the diverse communities of LLR. Investment confirmed in technology to enhance mobile capability and to enable a mobile fingerprint ID facility.

February

My new Chief Finance Officer is confirmed by the Police and Crime Panel

The month is overshadowed by the explosion on Hinckley Road, Leicester. I visit the devastated site to personally thank Leicestershire Police, Leicester City Council and other emergency service workers and volunteers working in sub-zero temperatures.

March

I agree to invest £35,000 with Leicestershire Search and Rescue (LeicSAR) to fund the development of a new mobile Incident Command Unit.

Leicester City's star goalkeeper Kasper Schmeichel joined me and representatives from sports projects from across Leicestershire to celebrate a shared windfall of almost £70,000 as part of a drive to empower young people to turn their backs on crime.



PARTNERSHIP

Strategic Partnership Board (SPB) And Partnership Working

Modern public services are complex and interdependent. A single agency working alone cannot achieve very much, but together we can make a huge difference. I saw an example of this in the response to the Hinckley Road explosion in Leicester in February. In this incident, the emergency services pulled together, jointly assessed the situation, built an agreed plan of action and implemented it effectively while also listening and engaging with the local community. Considerable support was offered from within the area itself including shelter, food, comfort and other practical measures which made a difference to the outcome. It was a shining example of what can be achieved from collaboration between multiple organisations.



The Strategic Partnership Board (SPB) is the ideal vehicle for cementing these interagency relationships. It brings together all the top decision makers across LLR to share expertise and plan future safety work. Without it I could not achieve the goals of my Police and Crime Plan because so many of my ambitions depend on the work of our partners in the Health Service, local authorities, the Fire Service, probation and many more.

Over the past year SPB has developed key projects in our local communities:

Braunstone Blues (BB) – A highly successful collaboration between the fire and rescue service, police and health to address community issues that are detrimental to the wellbeing of Braunstone residents. The programme focusses on individuals who place the highest demands on reactive public services and addresses the underlying causes of their behaviour, drawing on support from community resources including children's centres and food banks to solve problems.

Pro-Active Vulnerability Engagement (PAVE) – PAVE works with people across LLR whose vulnerability often causes them to place high demands on reactive public services. Often this is related to mental health problems and the PAVE team works with the individual to achieve stability and security in their lives.

Protection of young people at risk of Child Sexual Exploitation: This project is designed to enhance the work of the police in addressing the sexual exploitation of children. It works with vulnerable groups of children to build their understanding of, and resistance to, sexual exploitation, including online exploitation.

In the future, using the lessons learned from these successful models, I will, with partners, launch People Zones which will build on our progress, utilising the strength and the skills of the local community, working at grassroots level to solve problems and engaging multiple partners to tackle issues holistically.

People Zones will not cost local agencies or communities an extra penny to fund, but I have agreed to use my PCC Prevention Fund to support local initiatives in People Zone areas. I will continue to work closely with community safety partnerships across LLR to develop People Zones and to increase public safety more broadly.

In 2017-18, I have agreed funding for:

- 24 new officers within Neighbourhood Policing Areas
- Four sexual offences investigators
- A positive action post
- Increased digital capability
- A children's worker across Blaby and Hinckley to support children and young people who have witnessed domestic abuse
- The development of the Rutland Neighbourhood Watch App to facilitate the sharing of information in relation to crime and ASB
- The development of a new mobile incident command unit for Leicestershire Search and Rescue Service (SARS) to enhance their life-saving work
- A variety of sports-based initiatives across the city and county to engage with young people and support them to make positive choices.

COLLABORATION

Crime is becoming more complex and police forces need to adapt to this change, finding new and more cost-effective ways of increasing our capacity and capability to respond to each new threat as it emerges.

I have worked closely with Police and Crime Commissioners across the region to deliver policing and support services collaboratively where it makes sense to do so, providing specialist capability, supported by state of the art equipment which has the technology to target serious crime groups operating across, and often beyond, regional boundaries. These crime groups do not recognise geographical boundaries and so our response must extend beyond the force area, sometimes dealing with issues that range beyond national borders.



Leicestershire is involved in a number of regional collaborative arrangements dealing with areas from special operations and major crime through to Legal Services, Human Resources and Learning and Development.

For instance, there is a specialist regional unit dealing with serious and organised crime, crossing force boundaries and posing a serious threat to the safety of our communities. Last year this unit alone made 290 arrests, collected £1.3m from the assets of offenders, made seizures of 1.4 million units of drugs, made over 400 tactical and strategic disruptions of serious crime activities and recovered 16 firearms.

This team has specialist equipment and skills that enable it to target serious crime groups more effectively than any individual force acting alone would be able to. This includes, amongst other things, a Protected Persons' Unit, a regional Cyber Crime Unit, a Criminal Finance Unit, a Technical Surveillance Unit, a Covert Operations Unit and an Intelligence Unit. These are only some of the specialist capabilities that enable the regional service to minimise the threats posed by organised crime groups whose offending includes human trafficking, money laundering, organised violence and economic crime.

This same unit provides the regional forensic capability, undertaking DNA testing, fingerprint analysis, blood profiling, and other services to enable effective convictions when the offenders committing these serious crimes are identified and arrested. For instance, it undertakes around 700 fingerprint submissions per month. Similarly, it attended around 600 crime scenes per month, achieving outcomes and/or recovery in roughly 400.

This unit is supported by other regional collaboration services. For example, East Midlands Operational Support Services provides the firearms response to serious incidents. The same unit also deals with the policing of our roads, managing serious road traffic accidents and maintaining the smooth functioning of our network of roads in Leicestershire, which is so essential to the local economy.

Another unit oversees all the custody cells in the area, ensuring that offenders are appropriately managed from the first point of detainment, and prepares the files to enable prosecution by the Crown Prosecution Service.

There is also a unit providing legal advice, a unit that provides training for officers and police staff and another unit that provides specialist legal advice. Without all of this specialist regional capacity Leicestershire Police would not be able to function as effectively as it does and organised crime groups would cause far more harm to local communities than they are able to do.

POLICE AND CRIME PANEL

My work is scrutinised by the Police and Crime Panel. I am grateful to the Panel for its support and role as my challenging friend. I have attended six meetings of the Panel in this second year.

Among the activities it undertakes is reviewing the content of my Police and Crime Plan and my annual precept proposals, which establish how much council tax local people pay towards policing. In 2017-18, the panel unanimously accepted my recommendations for a 6.41% in 2018-19 increase to sustain services and provide the means for additional officers for the frontline.

Police and Crime Panels provide transparency and accountability and protect the integrity of decision-making processes. Meetings are always open to the public, widely accessible thanks to live web broadcasts, and documented to enable the public to evaluate my performance and any concerns raised by the panel.

DELIVERING THE POLICE AND CRIME PLAN

The Police and Crime Plan sets out a four-year blueprint, showing how I intend to increase public safety in LLR. It reflects your priorities as residents and focuses on areas you've raised as concerns while driving the operational work of the force.

I've undertaken extensive consultation to gather your opinions. Feedback from surveys, public meetings, walkabouts and policing roadshows has fuelled the development of my top priority areas to help me allocate resources more effectively. My goal is to build confident communities in partnership with the public and to do this we must keep the conversation flowing.

The pivotal theme of the plan is prevention. If I can provide help for the problems that drive criminality and successfully rehabilitate those already caught in the system, the motivation to commit crime will reduce. This will have a long-term positive impact on safety and decrease demand.

There are also organisational goals to improve efficiency including our inter-force collaboration work and our ambitions to create a more diverse workforce which truly reflects the community.

I want our approach to stand out, nationally, as a beacon of success.

What I have achieved

Considerable progress has been made on The Five Vs in my Police and Crime Plan.

Visible Policing

Operational staff in Leicestershire Police spend nearly 60% of their time in local communities. Even when they aren't actually out in the community they are locally based, often in the local police station dealing with arrests or investigations. The force has been re-organised in the past year to maximise the amount of time that police officers and community support officers spend with you in your local neighbourhoods and this has resulted in around 16,000 extra hours of direct time in communities.



- I have approved the appointment of 24 new police officers to work in local neighbourhoods. This is on top of the eight approved when I set my first budget, who have now come into post.
- Implementation of new digital webchat crime-reporting facility
- Recruitment of two new cybercrime volunteers to support prevention work and the sharing of online resources across multi-agency partners
- Rural crime workshops for officers and PCSOs delivering specialist training on rural issues

Viable Partnership

- The Strategic Partnership Board has met throughout the year, chaired by me, in support of the delivery of my Police and Crime Plan
- A group of partners, commissioned by me, has conducted an analysis of demand on emergency services, allowing us to reshape our responses by developing People Zones
- Meetings held with Clinical Commissioning Groups to discuss partnership working in the future
- New stakeholder database established. In future, monthly meetings with engagement managers in key organisations across LLR will be held.
- Mapping exercise undertaken covering community groups across LLR.

Victims

- Reviewed provision of victim's services through the Victims and Witness Partnership Assurance Group. This has resulted in the recommissioning of Victim First and associated services to improve flexibility and reach.
- Produced a number of high-profile videos and wider awareness campaigns across areas of Child Sexual Exploitation (CSE), Domestic Abuse and Sexual Violence to increase reporting of hidden crimes.
- Secured £600k from the Violence Against Women and Girls (VAWG) Transformation Fund on behalf of an LLR partnership to enhance the service we provide to victims of sexual and domestic violence including a Black and Minority Ethnic (BME) mentoring and community champion service. We have also commissioned an out of court disposal for those starting to exhibit domestic abuse behaviour.

Vulnerability

- Funded a variety of community-based, grass roots organisations to help young people at risk of criminality make positive lifestyle choices
- Recommissioned, in partnership with the city council, the old Anchor Street service into a Recovery Hub (No. 5 Hill Street) with a strong focus on supporting street drinkers to move on positively with their lives.
- Trained police officers through the Partnership Mental Health First Aid programme to respond compassionately and professionally to people suffering mental ill-health. In addition, the Mental Health Triage car is in operation to proactively attend police incidents.

Value for money

- HMICFRS' Value for Money Profile for 2017 shows that Net Revenue Expenditure per head of population is lower for Leicestershire than the national average, indicating proper arrangements are in place to secure value for money for the public.

- The successful 'Change Board' has continued to consider emerging issues and requests for additional funding throughout the year. This reflects my ongoing commitment to be more responsive and reflect changes in budget demand as issues arise.
- Continued use of local trade companies for buildings maintenance and minor works contracts to support Leicestershire's economy through locally-sourced labour forces and locally-sourced materials.
- Our external auditors concluded that we have put in place proper arrangements to secure value for money in our use of resources.

How do we know what's working?

We continually track every commitment in the plan and report our progress to the Strategic Assurance Board. Performance outcomes are also reviewed by the Police and Crime Panel for which I'm held accountable. HMICFRS carries out periodic inspections to ensure Leicestershire Constabulary is meeting its local and national policing requirements. All of the findings from our monitoring systems and those of HMICFRS are available to the public for examination.

INDEPENDENT CUSTODY VISITING SCHEME (ICVS)

One of the most critical scrutiny functions is performed by members of my Independent Custody Visiting Scheme (ICVS). ICVs are volunteers who make unannounced weekly visits to the force's three custody suites at Beaumont Leys, Keyham Lane and Euston Street to talk to those in custody, check on their wellbeing, inspect custody records, assess the standard of facilities and ensure the care of detainees is in line with legislation.

All three custody suites operate 24/7 and custody visitors carry out a minimum of one visit per week per suite. To ensure inspections remain unpredictable and irregular, the visits take place across 35 timeslots in a seven-day period. Over the last year, apart from one time slot at Euston Street custody suite, visits were undertaken across all times of the day and days of the week.

The total number of detainees through custody in 2017/2018 was 13,856.

Working in pairs, volunteers carried out 152 visits last year compared to 145 the previous year.

The total number of detainees in custody at the time of custody visits was 1,092 and of these 480 (44%) were offered a visit from an ICV, of which 460 (96%) of those offered a visit agreed to be seen.

The remaining 567 (52%) were not available to be visited for a variety of reasons e.g. in interview, in hospital, out of cell, or asleep and the remaining 43 (4%) were not visited upon the advice of custody staff due to intoxication/aggressive behaviour.

I observed one such custody visit on Volunteers' Week in June 2017, which provided an insight into the great work carried out by the independent custody visitors (ICVs). I am proud that our scheme holds the Investing in Volunteers (IiV) award, the UK quality standard for good practice in volunteer management which is awarded by National Council for Voluntary Organisations (NCVO).

ICVs can make a real difference to what happens to detainees. On one occasion last year they removed a potential ligature from a detainee, which could have been used to harm himself. Learning from these types of incidents allows us to improve the management of detainees on all sites.



There were some minor issues reported throughout the year but overall, the findings from the ICV scheme were very positive and showed effective arrangements were in place to safeguard detainees and comply with legislation. All issues were swiftly resolved, and the outcome of all visits was reported to the Police and Crime Commissioner and Chief Constable.

Feedback from Independent Custody Visitors throughout the year has included a number of complimentary comments as a result of their visits, examples of which are as follows:

- “All detainees very positive about their treatment”
- “Request immediately followed-up”
- “Staff helpful”
- “Detainee gave credit to police for looking after him – G4S”
- “Observed a very sympathetic booking in procedure”

As of May 2018 there were 26 independent custody visitors in the scheme. I personally wrote to all independent custody visitors to thank them for their contribution to the scheme and for their excellent end of year performance.

In addition to the local ICV scheme, I am a member of the national Independent Custody Visiting Association’s (ICVA) Board of Directors. This provides me with the opportunity to influence and drive improvements to custody visiting nationally.

PERFORMANCE MANAGEMENT

I hold a number of meetings to examine police performance. This includes my weekly one-to-one meeting with the Chief Constable during which we consider the most urgent issues of the moment and address immediate concerns. I also hold a weekly meeting between the force chief officer team and my own senior management team. This meeting again considers urgent operational issues and identifies any risks or trends.



More formally, I hold a monthly Strategic Assurance Board meeting at which the police submit reports on aspects of their work such as managing the growing threat of cyber-crime or terrorism. The purpose of our work is to review performance and identify any areas of improvement as well as monitoring the management of the finances. I also hold meetings to review the findings of police audits and inspections to ensure they are being addressed.

JOINT AUDIT, RISK AND ASSURANCE PANEL (JARAP)

The Chief Constable and I have a duty to deliver good value for money and to ensure every penny and every decision we make delivers the best possible service to local people. The Joint Audit, Risk and Assurance Panel (JARAP) is an independent body whose aim is to protect the integrity of the force, ensure public money is spent effectively, and instil confidence in the way policing is delivered among the public. The Board also ensures the force maintains statutory compliance.

The JARAP met four times during 2017/18 and has produced its own annual report which is available at: <https://www.leics.pcc.police.uk/DOCUMENT-LIBRARY/Transparency/Meetings/JARAP/2018/20th-June-2018/Item-9-Draft-Annual-Report-of-JARAP.pdf>

ETHICS INTEGRITY AND COMPLAINTS COMMITTEE

The Ethics, Integrity and Complaints Committee rigorously examines the work of the force and its personnel to ensure it meets the highest ethical standards.

Committee members advise the PCC on the complex dilemmas facing policing and have a wide remit from the conduct of individual officers and staff through to police complaints and the use of technology and its impact on privacy. It provides another layer of oversight to maintain fairness and balance in the force's decision-making processes.

During 2017-18, issues referred to the committee included the examination of stop and search performance, workforce diversity arrangements and BME recruitment policy and Home Office recording rules which require incidents involving children below the age of responsibility to be logged as crimes.

MAKING A DIFFERENCE

As well as my own audits, the force is subjected to regular review by HMICFRS. These inspections, which highlight successes as well as shortcomings, ensure forces are succeeding in their duties to keep people safe.

The force has acted upon a number of recommendations in the past 12 months which has positively impacted on performance and service quality and contributed to our recent grading of "good" in HMICFRS' most recent PEEL: Police effectiveness 2017 inspection report in March 2018.

This inspection followed an earlier PEEL efficiency assessment in November 2017 in which the force was assessed as "requiring improvement" despite praise for its collaboration work with neighbouring forces and the way hidden demand is managed. One of the main issues raised in this report related to contact management processes in the handling of 101 non-emergency calls. Work to redress the situation was immediate and changes made have seen a 40% improvement in timeliness of 101 call answering and a 20% reduction in call abandonment rates. The current pick up time is six seconds for 999 calls and 36 seconds for non-emergency calls.

Last summer, we were also one of a number of forces to receive a critical audit by HMICFRS about our crime recording. In response, a number of changes were implemented including additional staff deployed to back-office recording duties, 'live transfers' of callers to an investigation management officer to record non-urgent crime and additional staff training in the Contact Management Department. The increase in recorded crime that we are now seeing in part reflects our response to that audit.

More recently, HMICFRS praised the positive work undertaken to reshape the workforce through the new operating model, Darwin. In this inspection, no areas of improvement were identified and the force was graded as "good" at keeping people safe and reducing crime, investigating crime and reoffending and protecting vulnerable people.

In conclusion, it said the force was:

- Fully committed to identifying and helping vulnerable people
- Recognising when people are at risk of harm and providing a comprehensive range of services to deal with mental ill-health
- Providing a better service to victims of domestic violence
- Offering comprehensive professional support to victims of sexual assault through an 'exemplary' sexual assault referral centre (SARC)
- Demonstrating a strong commitment to reducing reoffending, working with partner organisations to divert people from crime.

Leicestershire has one of the fastest-growing populations in England and Wales and demand continues to grow rapidly. This is reflected in calls for service. Last year, the force received 11,014 more 'grade one' emergency 999 calls than five years ago. Meanwhile, around 500,000 101 calls are received every year. Only 40% of these are about crime which means call handlers are frequently directing people to other agencies.

Unsurprisingly given the funding cuts faced by the police and our public sector partners, crime figures have increased. A 19% rise has been recorded in the crime actually reported to us which is in line with national trends. Some of this is due to more robust recording systems. However, the rise in violent crime can be partly attributed to more victims of domestic violence feeling confident to report their experiences to the police. Last year, we had 18,181 incidents of domestic abuse reported to us – 49 every single day. The number of sexual violence offences has also increased for the same reasons.

To manage these demands, we've had to become more efficient in the way we work and investigate crime. Our award-winning Digital Hub is now turning around computer examinations in 21 days rather than the 540 of a few years ago. Meanwhile, the work of our Integrated Offender Managers has driven down the collective offending of 316 of the most prolific offenders by 30%.

COMMISSIONING

I commission a number of other services to support my work. Commissioning involves understanding what services are required, planning and designing those services, purchasing them and monitoring them to ensure that they deliver what is required.

The largest of these is the service I commission to support victims of crime. This is called Victim First and over the past year it has:

- Supported 2,055 victims
- Achieved positive outcomes for over 96% of victims supported
- Achieved a satisfaction rating of 87.2%

The original Victim First contract will end in July 2018, and we have spent a lot of time over the past year re-designing the service in consultation with citizens across LLR and wider stakeholders.



The new service will:

- Provide a greater community focus with caseworkers working across the LLR community
- Offer new digital services allowing victims to be supported via web-chat (from December 2018)
- Enhance the current availability of restorative justice, where victims are able to meet perpetrators and seek resolution that is suitable for them
- Provide more dedicated support for young people who are victims of crime

Victim First is part of a suite of victim's services which I fund (a full list of which can be found in [Appendix 1](#)). Another service of note (and one which I jointly commission with the local authorities) is the specialist service for victims of domestic abuse and sexual violence through a contract with a consortium of specialist women's services known as United Against Violence and Abuse (UAVA).

Over the past year the UAVA service has:

- Received 8,569 calls to the helpline
- Established 1,753 safety plans for victims/survivors
- Commenced face-to-face support with 1,882 victims/survivors
- Delivered 270 group support sessions
- Held 1,500 one-to-one therapeutic sessions (via specialist therapeutic providers as sub-contractors)
- Helped 91% of service users feel safer while 73% have improved health and wellbeing and 70% have experienced less domestic violence.

But this is not all - for example:

- I address knife crime through a grant to the Cooke E-Learning Foundation which is initially working with young people in Beaumont Leys to reduce knife crime in the area.
- I support developmental services for families by supporting the troubled families' agenda within each locality (Think Family in Leicester City, Supporting Leicestershire families in Leicestershire and Changing Lives in Rutland).
- I support the employment of ex-offenders by contributing funding to Leicestershire Cares which facilitates the provision of supported work placements.
- I help educate school children about the risks of crime, particularly cyber-crime, through my funding for Warning Zone.
- I support work with young offenders by jointly funding the work of the Youth Offending Services in Leicester City, and Leicestershire and Rutland.
- I invest in prevention by making grants available through my Prevention Fund such as funding Shama Women's Centre to deliver their ESCAPE (**E**mpowering, **S**upporting women and girls to **C**ontrol **A**nd **P**revent **E**xploitation) project

KEEPING IN TOUCH

One of the most rewarding parts of my job is getting out and about meeting people in Leicester, Leicestershire and Rutland. I could not have achieved any of this without your support and it is a real privilege to be able to exchange ideas and views with the people I represent.

The real challenge facing society is changing human behaviour. The vast majority of those who live and work in LLR behave positively. This is not achieved by the work of public services: it is achieved by the work of parents and families, employers and work colleagues and friends and networks of people working together across our communities to promote good values. So, in order to sustain and improve our society and make it as safe as possible, I need your continued support to help people change. The impact of this change will be beneficial to all of us.

I am expanding my public engagement work all the time. We've covered a lot of ground during the past 12 months from Neighbourhood Watch meetings and cultural heritage days through to garden parties, business discussions, Lesbian, Bisexual, Gay and Transgender (LGBT) group meetings, Leicester Pride and tenant association visits. In all, sixty-five such visits took place during the year. We live in a dynamic area which is why my engagement activity embraces such a huge variety of activities. Regular community visits include:

Patch Walks – Patch Walks allow me to experience an estate or a neighbourhood first-hand and see for myself the problems it has to cope with. Leicestershire Police covers one of the most diverse areas in the country and each of our neighbourhood areas has different needs. These events also bring together multiple partners. I'm often joined by representatives from the local authority and parish councils with the aim of solving problems together.

What Matters to You Events – The Chief Constable, Simon Cole, and I have taken our stand to seven different locations across LLR to meet local people and listen to their views. Our presence usually draws a strong crowd with people seizing the opportunity to talk to us one-to-one.

YOUTH COMMISSION

I have recruited a dedicated group of young people to help advise me on youth matters and undertake research. In 2017-18, Youth Commission members focused on Child Sexual Exploitation (CSE), Cybercrime/Hacking, Drugs and Alcohol Abuse, Hate Crime, Knife Crime, Stop and Search and Use of Force, with appropriate training from the police. I am now encouraging this group to run its own public think tank

exercise on youth issues in early autumn. I have also brought together a group of young people who have previously been involved in crime so that they can help me understand the pressures that drive people to crime and how best to support their rehabilitation.



CONSULTATION

I have consulted regularly with members of the public and I am grateful for your responses. In the coming year I want to establish a consistent group of people through which I can discuss topical matters at very short notice. This 'Focus Group' will be a representative group that reflects our diverse society – and a group of people who want to make a difference.

On top of this many of you prefer to communicate with me through email to my address: Police.Commissioner@leics.pcc.pnn.gov.uk. I am also

accessible on Twitter and other social media – see @FightBach and @LeicsPCC. I always want to hear from you – whatever you have to say – and I am always looking for new ways to keep in touch.

During 2017-18, a total of 1,931 items of public correspondence were received by my office. I cannot thank you enough for this feedback. Our communities are hugely valuable to our success. Without your support we would not be able to develop services that meet your needs or the pressures of modern policing.

I have positive plans for the future and want to explore the idea of empowering local people to lead on local issues. In the year ahead, I want to develop public think tank exercises to tackle complex issues and progress the creation of a Young Adults Project (YAP) consultation body to further bridge the generational gap between police and young people.



MONEY MATTERS

The total budget for 2017-18 was set at £171.639m which was an increase of £0.799m compared to the previous year. This represented an increase in resources of 0.47%.

Approximately two thirds of this came from government grant with the remainder coming from the police precept, which is raised through Council Tax.

In line with my Police and Crime Plan commitment, I increased the precept by the maximum amount allowable in order to ensure that the police had sufficient funds to keep our communities safe.

Within the budget I managed to invest in eight new police officers in addition to the ten additional officers that I funded in the previous financial year. This increased the total number of police officers from 1,764 to 1,782.

Within the financial plans I also invested a sum of £2m in capital funding for 2017-18 and committed to a further £2m for 2018-19 for the continuing implementation and roll out of more agile IT equipment enabling police officers to work more efficiently and spend more time in the communities they serve.



The accounts for 2017-18 have been produced and show that the expenditure on policing services over the last year was managed very well. The total spend was within £120,000 of the overall budget of £171.639m which represents a variance against budget of just 0.07%.

The money for 2017-18 was spent as follows:

	%
Police Pay and Allowances	56%
Staff Pay and Allowances	21%
Other	17%
Regional Collaboration	6%
	<u>100%</u>

Budget Setting 2018-19

In January 2018 I set my second budget and precept, this time for 2018-19. We were given a ‘flat cash’ settlement from Government which means that our government funding did not increase. However, we were encouraged by the government to increase our Council Tax by up to £12 on a Band D property. This equated to an increase in Council Tax of 6.41%.

Despite the ongoing extremely difficult financial environment, this increase enabled me to protect 52 officer posts and, crucially, add a further 24 police officers to our Neighbourhood Policing Areas (NPA). Three officers were added to each NPA. I also agreed to fund four more staff to support the fight against rape and modern-day slavery and a further member of staff to assist in the positive action team which is responsible for attracting police officers from all ethnic backgrounds to join the force.

Future Financial Challenges

Although I have to set a budget each year I also have to prepare for the financial forecasts for several years ahead. These forecasts are very challenging and mean that we need to make savings. As you can see in the table below, it is anticipated that we will have a shortfall of £9m in 2022/23. I am already working with the chief constable to prepare for this by improving our digital services, working in partnership with other local partners and neighbouring forces and modernising the way we use all our resources.

	2018-19	2019-20	2020-21	2021-22	2022-23
	£m	£m	£m	£m	£m
Net Budget Requirement	176.3	181.2	185.6	188.9	193.5
Net Funding	176.3	181.2	182.2	183.3	184.5
Funding Gap	0.00	0.00	3.40	5.60	9.00

IN CONCLUSION

It has been an absolute pleasure to work across such vibrant communities.

Of course, there's still a lot to do but we must also take the time to reflect on our successes and to build on those foundations.

I am quite clear. The police cannot work in isolation and increasingly we are redrawing the boundaries in terms of our work with our statutory partners and third sector organisations. We are seeking to improve the services currently in train and introduce better ways of working in new areas. We are nothing if not ambitious.

To that end I want to celebrate the fantastic work that has been delivered over the past two years and challenge us all to do even better over the next two years.

Appendix 1 – Victim's Services

Service Name	Delivery Organisation	Provision	Geographical Reach
Victim First	Catch 22	Generic victim support - contract up until 30th September 2017	LLR
Target Hardening	24/7 Locks	Target hardening via UAVA or Victim First - contract up until 30th September 2017	LLR
Child Independent Sexual Violence Advocate (ChISVA)	FreeVA	Support/Advocacy for child victims of sexual violence - contract up until 30th June 2017	LLR
Mental Health in Victim First	Leicester Partnership Trust	Specialist mental health support and signposting within Victim First - contract up until 30th September 2017	LLR
Hardship fund	Catch 22	Hardship fund for use within Victim First - contract up until 30th September 2017	LLR
Sexual and domestic violence information and support service	United Against Violence and Abuse (UAVA)	Sexual and domestic violence Victim support	LLR
Domestic violence 360 support	Living Without Abuse	Proactive engagement of repeat domestic violence victims	LLR
Sexual Abuse Referral Centre (SARC) - Juniper Lodge	Force	Forensic examination and emotional/practical support/advocacy	LLR

USEFUL NUMBERS

Leicestershire Police

In an emergency always call 999

If you are Deaf, deafened, deafblind, hard of hearing or speech impaired, text **999**

In a **non-emergency situation, call 101** (Calls to 101 cost 15p per call) or visit the force website to use the online crime reporting facility

<https://leics.police.uk/report-online>

If you are Deaf or hard of hearing send a text message to 07624 818 901

Useful numbers

Anti-Terrorist Hotline - 0800 789 321

Call the UK Anti-Terrorism Hotline on if you've seen or heard something that you think could suggest terrorist activity.

Crimestoppers - 0800 555 111 <https://crimestoppers-uk.org/>

Contact [Crimestoppers](https://crimestoppers-uk.org/) to anonymously report a crime or suspicious behaviour.

Action Fraud - 0300 123 2040 <http://www.actionfraud.police.uk/>

Contact [Action Fraud](http://www.actionfraud.police.uk/) to report fraud and cyber-crime.

Victim First - 0800 953 95 95 <http://victimfirst.org/>

Contact Victim First for information and support for anyone affected by crime.

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