



**The Office of the Police and Crime Commissioner for Leicestershire**

**Annual Report**

**2014/2015**

**June 2015**



**POLICE & CRIME  
COMMISSIONER**  
for Leicestershire

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## Foreword



It is my role as Police and Crime Commissioner (PCC) to act in the public interest and hold the Chief Constable to account for the delivery of local policing.

As PCC for Leicestershire, I believe that everyone in Leicester, Leicestershire and Rutland has the right to live free from the fear of crime, and that every person should have the opportunity to shape the future of policing in their local area. In my Police and Crime Plan 2013/2017, which was informed and since revised by what local people say matters most to them, I set out how Leicestershire Police and partner agencies are to work together to reduce offending and re-offending, support victims and witnesses, make communities and neighbourhoods safer, and to protect the vulnerable.

Leicestershire Police is an organisation with a good reputation for effective local policing, and has a solid foundation on which to deliver what local people tell us they need most from the public services that deliver a safer society. I wish to thank our local police officers, our staff, our volunteers, the members of the public, partners, community safety partnerships and the many and varied outcome providers I commission for their significant contributions to delivering the objectives set out in the plan.

I have always said that I commission outcomes, not services; I have been very clear about that. I want to see and hear that local people have felt the effects of the improved outcomes of such projects. Over the past year, I have visited many of our commissioned partners to see how the work of my office is making a difference to the lives of local people.

This annual report details my statutory functions, the progress made by police and partners against the plan, my commissioning work, and the narratives from the community safety partnerships.

I hope that you will enjoy reading this, my third annual report.

**Sir Clive Loader**  
**Police and Crime Commissioner for Leicestershire**

## **The Police and Crime Plan and Annual Report**

I am required to publish a Police and Crime Plan. It sets out my various statutory responsibilities, including the priorities which I have set for policing (based on, amongst other things, consultation with the public) and how the budget for policing will be spent. Since setting my Police and Crime Plan 2013/2017, I have subsequently refreshed and revised the plan.

A full copy of the latest version of the plan, together with an executive summary and an “easy to read” version, is available on my website. The site also includes a video introduction [visit [http://youtu.be/w3yfn\\_Qnt\\_Q](http://youtu.be/w3yfn_Qnt_Q)] to the plan, complete with a British Sign Language interpretation produced by Action Deafness. To access the plan, go to <http://ow.ly/qld74> or visit [www.leics.pcc.police.uk](http://www.leics.pcc.police.uk) and click *Police and Crime Plan*.

Having set the plan, I am also required to publish an annual report setting out whether the priorities set in that plan were achieved, and other details of my work in the previous 12 months. This document is my third, and second full year’s, annual report and relates to the period 1 April 2014 to 31 March 2015.

## **Section 1: Statutory functions**

## The Commissioner's responsibilities

My primary role as Police and Crime Commissioner for Leicestershire is to hold the Chief Constable to account. There has not been a requirement to appoint a new Chief Constable in the past year, but I have extended the existing Chief Constable's contract up until June 2018. I have not used the other powers available to me in relation to the post of Chief Constable.



One of the ways in which I have held the Chief Constable to account is by meeting with him on a regular basis. One-to-one meetings between us have been held virtually every week since my first day in office in November 2012. I also hold Strategic Assurance Board



meetings every month at Police Headquarters where I meet with the Chief Constable and his Chief Officer Team to discuss matters of strategic importance.

Although I am one of very few Police and Crime Commissioners who decided upon election not to appoint a Deputy, during this last year I took the decision to appoint as a Policy Advisor Steph Morgan (left), who was previously an Assistant Chief Constable (ACC) in Leicestershire Police and who received the Queens's Police Medal for services to policing this year. This was a new role, the details of which were presented to the Police and Crime Panel on 17 December 2014.

## **Setting the police precept and budget**

During the year, I was required to set the precept and my budget for 2015/2016. The precept is the amount of money which is collected via council tax and used to support both policing and commissioned services.

I approved the budget for 2015/16 of £171.573m. This was less than was allocated for policing in 2014/15 and includes the ongoing effect of £38 million of savings achieved since 2009.

The budget set for the current year necessitated an increase of 1.99% in council tax. This is the equivalent, for the average local taxpayer, of 6.8 pence more each week than in 2014/15 (the precept for a Band D property calculates at £179.9951 for 2015/16 compared to £176.4831 in 2014/15). More information about the budget can be found here:

<http://www.leics.pcc.police.uk/Planning-and-Money/Finance/Budget-2015-2016.aspx>

My decision to increase the precept was made not just in the light of key relevant information but very much in response to significant consultation with the people of Leicester, Leicestershire and Rutland, achieved through a number of surveys. The feedback I received supported my decision to deliver a slight tax increase in order to continue building a sustainable base budget and to safeguard frontline policing and other services wherever possible.

The current year's precept plan built on the 2014/15 strategy which:

- Increased the precept by 1.5% to help build the base following the unprecedented and unexpected additional top slicing of £1.6 million, applied to the police settlement for 2014/15;
- Increased and maintained Police Community Support Officer (PCSO) numbers to 251 over three years. This increase took place to maintain operational resilience and minimise the impact of any structural changes on neighbourhood policing. In addition, these additional resources were targeted to support the Force in prioritising community and neighbourhood safety, particularly in regard to anti-social behaviour (ASB) hotspots; and

- Secured a commitment from the Force to deliver a strategy to increase to 1,000 the number of volunteers (Special Constables, Police Cadets, Student Volunteers and Police Support Volunteers) over the next three years.

The budget decision for this current financial year also includes a £2 million commitment, ring fenced from reserves, to support strategic partnerships within Leicester, Leicestershire and Rutland. I set an additional requirement for the Chief Constable to prioritise specific areas (departments and functions) in order to identify a further £2.5 million worth of savings to be released in 2016/17 and beyond to complement the existing work of the new operating model and to prioritise potential savings in the following areas:

- further Force structural reform;
- a review of productivity across the Force;
- proposals for savings in middle and back offices;
- further demand management benefits;
- continued vigour with the volunteer strategy; and
- wider local public sector collaborations.

## Commissioning

When the Police and Crime Plan was revised and refreshed in October 2013, so too was the original Commissioning Intentions document, and what emerged was a Commissioning Framework for 2014/2015 and beyond.

The framework set out how I intended to structure my commissioning budget to achieve outcomes in order to support the delivery of my Police and Crime Plan. The commissioning budget for 2014/2015 was £3.8 million.

The commissioning intentions led to numerous initiatives being funded including:



- a mentoring scheme for young people at risk of entering the criminal justice system;

Sir Clive presenting 17-year-old Matthew Hirst with the Most Inspiring Student Award



- a textile project to train disengaged targeted counselling support for victims of domestic abuse;
- campaigns to increase the reporting of hate crime (example left); and
- support to troubled-family programmes in Leicester, Leicestershire and Rutland.

Work has also begun to prepare for the commissioning of services for victims of crime living in Leicester, Leicestershire and Rutland. From April 2015, I became responsible for these services which were previously commissioned by the Ministry of Justice. The Commissioning Framework has been revised for 2015/16 to take into account this new power.

### **Value for money**

During 2014/2015 the Force continued its transformational change work, not only to make the financial savings required but to continue developing a policing service that is truly responsive to ever-changing public need and society's expectation.

This work saw a substantial reconfiguration of the Force's operating model (entitled Project Edison) that went live in February 2015. Edison led to an innovative change in how frontline policing services are delivered and provides a platform on which the force can approach its funding challenges still to come. Savings identified through Edison (and other efficiencies) totalling £6.9 million have been removed from the 2015/16 budget, with a further £2.1 million of savings scheduled for 2016/2017.

In 2014/2015, my budget was managed and monitored tightly in conjunction with the Force to reflect the constrained financial environment in which policing operates and the reducing funding year-on-year. As a result, the provisional outturn (subject to approval by the Strategic Assurance Board) for the year resulted in an underspend of £0.448 million which, when compared to a budget of £172.607 million, equated to a variance of 0.26 per cent.

Further details will be included in the 2014/2015 Statement of Accounts which will be compiled, audited and published by the end of September 2015.

I will continue to strive to secure more savings within the areas under my direct management, in order to keep the budget to the minimum required to support me in carrying out my duties.

## **The Police and Crime Plan**

I published my Police and Crime Plan for 2013-2017 on 31 March 2013. This plan sets out my policing and crime reduction priorities for Leicester, Leicestershire and Rutland over the three-and-a-half year period of office.

The plan was refreshed during the last year and an updated version was developed following consultation with public and partners.

A full copy of the [Police and Crime Plan can be found on the website](#)



## **Responsible authorities**

In determining the strategic priorities set out in the Police and Crime Plan, I have taken regard of a number of things, including:

- public consultation;
- national priorities set by Government (for example, to combat terrorism);
- the strategic priorities of the community safety partnerships; and
- comprehensive research and analysis commissioned on my behalf – including a partnership needs assessment which looked at the wider needs based around the known causal and risk factors of crime and disorder.

The support and knowledge of the community safety partnerships in this process has been invaluable. I have found, for example, that alcohol and drug misuse and dependency, mental health, employment and training all feature as strategic priorities for a number of our partners within the community safety arena.

All these factors have an impact on crime and disorder. They also confirm the links and interplay between the strategic objectives of the police and those of our partners. The relationships between partners and the police are fundamental to the commissioning process and help ensure that budgets are allocated against our shared priorities in a controlled, accountable and focused way.

### **Publication of information**

I publish a range of information so that the public can assess and understand how I am fulfilling my legal obligations. This information can be found on my website within the section called [Publication Scheme](#).

### **Consultation and engagement**

As the Police and Crime Commissioner I have a legal obligation to ensure the views of the public are gathered and considered when developing the Police and Crime Plan.



Leicestershire Police has a long history of public consultation and engagement and as a consequence has developed a robust and comprehensive network of relationships. As public servants the police undertake many roles, some mainstream others more specialist. Ultimately however, the collective goal is one and the same - to meet the needs of our diverse communities.

Engaging with people in Leicester, Leicestershire and Rutland is a high priority for me. I regularly attend events across the Force area (for example the Diwali celebrations and the

Caribbean Carnival) and organise many of my own, so that I can hear the views of communities and see first-hand the positive work of local charities and organisations.

Perhaps the highlight of the year for many of us was the week-long King Richard III internment celebrations which truly put Leicester on the world stage and was a unique policing operation in many ways. (Right: Sir Clive Loader and the Chief Constable attending the Service of Reinternment)



During 2014/2015, I took part in a little over 100 such engagement events. These included attending community forums, visiting schools,

taking part in street police patrols and, along with the Chief Constable, holding 'What matters to you?' events which give members of the public the opportunity to meet the Chief



Constable and me and to ask questions about policing and community issues. I also publish on my website a bi-monthly newsletter and update the site with news about my activities.

'What matters to you?' event in Market Harborough

Leicestershire Police seeks feedback through a wide-ranging and evolving survey regime as well as more traditional consultation and engagement methods. For example, this year it introduced as a further mechanism the innovative Rate Your Local Police online feedback system - an idea praised by the Home Secretary and now being taken up by other Police Forces. The Force's approach gives a comprehensive insight into performance, public confidence and satisfaction as well as helping to determine policing priorities.

Survey respondents include those who have had direct contact with the police service as victims, witnesses or complainants, as well as those who have not. The latter seeks to better understand public perceptions regarding service delivery.

In developing the Police and Crime Plan I have commissioned key pieces of survey-based research and analysis, including:

- **Victim survey data**

These surveys are designed to evaluate a victim's perception of how they were treated and the service they received. I use this data to monitor the satisfaction and confidence rates of those who have had the misfortune to be a victim of crime.

- **Business survey**

This survey is commissioned so that I can better understand the impact of crime on local businesses and, in turn, improve planning and response to such crimes.

- **Community-based survey**

Run monthly, this is a perception-based survey designed to gather opinions and understand the levels of satisfaction in relation to policing services. A yearly aggregate of some 2,200 responses gives the Chief Constable and myself a credible insight into public confidence in policing.

- **Access to the Police and Crime Commissioner**

Having been elected by the people of Leicester, Leicestershire and Rutland, I am keen to receive honest feedback regarding policing issues that matter most to them. I am absolutely committed to gathering a representative cross section of views. To this end, I have developed a proactive consultation and engagement plan which is designed to give people the opportunity to feedback their views and concerns.

- **Youth Commission on police and crime**

During 2013, I was the first Police and Crime Commissioner to set up a [Youth Commission](#). Members are young people aged between 14 to 25 who live in Leicester, Leicestershire or Rutland, and their voices help to shape decisions about policing and crime.

The Commission was set up in collaboration with an independent charitable trust, the SHM Foundation, which works with Police and Crime Commissioners and police forces to support the effective engagement of young people.

In its second year, the Commission has taken forward the legacy of its pilot year, working more closely with Leicestershire Police and partners, and researching new priority issues.

The 'Big Conversation', a peer to peer consultation exercise involving more than 1,800 young people, has helped to identify six key priorities on which the Youth Commission will focus. Its priorities for 2014/2015 comprised:

- drug and alcohol abuse;
- cyber bullying and social media;
- respect and communication between young people and the police;
- reducing offending and reoffending;
- domestic abuse; and
- child sexual exploitation (CSE) and missing from home.



Having spent months researching these themes, the Youth Commission's findings were presented at its second annual conference (left) in the Spring 2015, which was attended by more than 120 people from a wide range of organisations to hear the young people's views on these issues.

The year has also seen the introduction of the Youth Police Advisory Group (YPAG), whose members come together to discuss policing policy and procedures with

senior officers. The young people, all of whom are also Youth Commission members, give feedback on research findings around the six key priorities defined in the Youth Commissions annual report and inform how police policies affect young people.

The Youth Commission has also worked with police colleagues and partners to develop a 'Reformed Character Qualification'. This was a recommendation that came from the 2013/2014 Youth Commission Conference. The qualification aims to improve employment opportunities for those who have been involved in crime and have received a custodial sentence. Through close work with a local young offenders' institution, three offenders were able to take part in the programme and two gained employment upon completion of their sentence.

The Reformed Character Qualification and other innovative ideas have provided real opportunities to prove to the wider society that young people are capable of being, and are willing to be, part of the solution, instead of being portrayed as the problem.

Working together has been a real success this year and is essential if we are to break down barriers that sometimes exist between young people and the police. The Youth Commission remains committed to listening to, and acting upon, what young people need.

In the coming year, the recommendations referred to in the 2015 Youth Commission Report will be taken forward by Leicestershire Police and partner agencies. These will continue to improve the relationships and services received by young people.

- **Correspondence**

During 2014/2015, I responded to 2,314 items of correspondence, compared to 3,271 items received in 2013/14.

## **The Police and Crime Panel (PCP)**

The PCP, which is totally independent of the Office of the Police and Crime Commissioner, oversees my work. Its role includes:

- Reviewing my proposals for the amount of council tax local people pay towards policing (it has the power to refuse these proposals if it considers the amount is inappropriate);
- Reviewing my Police and Crime Plan and my Annual Report;
- Considering my proposals for the appointment of a new Chief Constable, with the power to veto; and

- Investigating complaints about how I act as a Police and Crime Commissioner.

The role of the PCP is not to scrutinise the performance of the Force or the Chief Constable individually – these are my responsibilities.

The panel can request reports from me and, if it wishes, ask me to attend its meetings. In addition the panel can request that my employees attend panel meetings to answer questions in relation to their roles and areas of expertise.

The PCP made useful recommendations regarding the contents of my draft Police and Crime Plan and I made sure these were reflected in the final published plan. When I presented the plan, it was agreed that “the panel accepts and supports in full the Police and Crime Plan, as amended in the light of the comments submitted”.

At the PCP meeting on 29 January 2015, I reported on my intention to increase the Band D council tax for police purposes by 1.99%. Following that meeting I formalised my decision to set the precept at that level and communicated it to our billing authority partners. The precept generated from this Band D amount is estimated to be £53.216 million for 2015/2016 across Leicester, Leicestershire and Rutland.

## **Compliance**

### **Financial codes of practice**

As Police and Crime Commissioner, I have operated in compliance with the Financial Codes of Practice issued by Parliament. Further details of this can be found in the Corporate Governance Framework [bit.ly/1QNt0YM](http://bit.ly/1QNt0YM)

### **Policing protocol**

As the elected Police and Crime Commissioner for Leicester, Leicestershire and Rutland, my responsibilities are set out in legislation. The Policing Protocol Order 2011 is issued in accordance with the requirements of the Police Reform and Social Responsibility Act 2011 through which my role is agreed. I have operated in compliance with the policing protocol as follows:

- I am responsible for the totality of policing within Leicestershire and I hold the Chief Constable to account for the operational delivery of policing, including the Strategic Policing Requirement (see below);

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

### **Strategic Policing Requirement**

The Home Secretary's Strategic Policing Requirement (SPR) 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, Child Sexual Exploitation, large scale cyber incidents and civil emergencies) can spread across the country quickly and dynamically. My Police and Crime Plan sets out how Leicestershire Police will deliver the SPR. The preparation for the implementation of regional specialist operations to function across four forces will enhance this capability and help the Force to meet its financial challenge.

### **Delegations of functions made by the Commissioner**

The Scheme of Corporate Governance, issued in May 2013, was reviewed during 2014/2015 and, following the transfer of staff to the employ of the Chief Constable at the end of March 2014, it now incorporates the Scheme of Consent [bit.ly/1QNt0YM](http://bit.ly/1QNt0YM)

The Scheme of Consent describes how I delegate my responsibilities to a Deputy Police and Crime Commissioner (if appointed), the Office of Police and Crime Commissioner Chief Executive, the police force via senior officers such as the Chief Constable's Chief Finance Officer and the Force Solicitor.

The scheme will be reviewed during 2015/2016.

### **Collaboration**

At a time when budgets are shrinking in all sectors and across agencies, it is essential that we tackle issues in the most joined-up way possible. Through the Strategic Partnership Board and associated delivery groups, I continue to work very closely with partners.

Together we identify strategic approaches that result in measurable and positive changes that benefit our communities and which help all agencies to work effectively and efficiently together.

Leicestershire Police contributes both in time and resource to the shared agenda and I do all that I can to support and encourage partners to do likewise, based on their own responsibilities and priorities.

There is an extensive network of partnerships across the Force area and the wider East Midlands, including the Strategic Partnership Board which has been developed to drive and manage whole-system thinking. The board is supported by an executive group designed to translate strategy into practice and to report progress to the board at regular intervals.

I plan to use the resources available to me to understand better the dynamic relationship between prevention, intervention and reduction of crime and non-crime incidents. By gaining knowledge, I am better able to commission (in collaboration with partners) for outcomes that will have a measurable impact at all three levels. In a time of reducing budgets, there is clearly a 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 to do this. It is my intention to work with existing and emerging joint / partnership bodies when commissioning outcomes.

My vision involves looking creatively at the provider landscape too, and 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.



Leicestershire Police volunteers take part in 'The Big Clean Up'

By working together to tackle these themes, using the existing and emerging partnership structures in place, I aim to 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 and supporting those who are at the greatest risk of harm.

I seek to support existing effective partnerships such as the Multi-Agency Public Protection Arrangements (MAPPA), 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 (CSPs) and work with them so that our priorities are understood and aligned so that the impact of our collective actions can be maximised.

I intend to continue to contribute to, and support, the many partnership structures currently in place within the Force area.

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 policing services to the people of the region and at a national level. Considerable momentum and progress has been made in relation to East Midlands collaborations with commitment from all Chief Officers in the five forces making up the region (Derbyshire, Leicestershire, Lincolnshire, Northamptonshire, and Nottinghamshire).

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 present and future. I work with the other Police and Crime Commissioners in the region to maintain or increase this momentum and to seek innovative and effective solutions which will bring down the cost of policing.

I also meet with my PCC peers through the East Midlands PCC Board (EMPCCB) where we seek to find 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.

## Her Majesty's Inspectorate of Constabulary Inspections (HMIC)

HMIC published several reports during the year following Inspections carried out in Police Forces in England and Wales including Leicestershire.

Most notable was a national report published in July 2014 which examined the progress being made by all Police Forces in England and Wales in reducing their overall operating costs whilst continuing to reduce crime, protect residents and maintain high levels of public support.

In awarding Leicestershire three “good” ratings, the report acknowledged that the Force is “*on track*” to achieve its required savings and has a “*sustainable*” approach towards reducing its overall budget in the coming years. It concluded: “*The Force understands the issues it faces and is achieving the required savings today while planning for the future.*”

In August 2014, HMIC published a further report, this time examining the efficacy of crime recording systems and processes used by all Forces. It concluded that the approach taken by Leicestershire is “ethical and highly victim-focussed”. The report praised:

- The Chief Officer Team for providing “strong and visible leadership throughout the organisation with a real focus on crime data integrity”
- The victim focussed approach which it describes as “a credit to the officers and staff representing Leicestershire Police on their front line”; and
- The audit and monitoring processes used by the Force for the recording sexual offences, which it regards as “good practice”.

Leicestershire was also singled out for praise in an HMIC report published in September 2014 entitled “*An inspection of crime prevention, police attendance and use of police time*”. The Force was mentioned in the report as an example of best practice nationally for:

- Its approach to policing the night-time economy; and
- The “triage car” system (right) which is helping to more effectively respond to incidents involving issues of mental health



Under Section 54 of the Police Act 1996, I am empowered to commission HMIC to carry out inspections of specific matters of policing within their policing area. I did not commission any such inspections during 2014/2015.

### **Independent custody visiting scheme**

Running an Independent Custody Visiting Scheme is one of my statutory responsibilities. Such schemes exist to provide assurance to local communities that they can have confidence in how the police treat people who are held in their custody.

Independent Custody Visitors (ICVs) are volunteers who visit custody suites, in pairs, and speak to individuals who are detained in police custody. Their visits are unannounced and ICVs are given immediate access to the custody suite on their arrival. Their conversations with detainees focus on the rights and entitlements of the detainee and their general welfare needs. Issues that are raised during the visit and which can be dealt with immediately are raised by the ICVs with the custody staff.



The volunteers also inspect other areas of the custody suite for health and safety purposes. They look, listen, observe and report back on their findings. I then receive their written reports which record the issues raised and the actions taken by the police. The outcomes of all visits are reported to me at the Strategic Assurance Board where discussions take place with the Chief Constable regarding any issues or concerns raised.

Volunteers who undertake the role of an ICV come from a variety of backgrounds and sections of the community. They must be over 18 years of age and have no direct or indirect involvement in the criminal justice system. We currently have 26 volunteers undertaking this role and are recruiting for more to join the scheme.

The team of ICVs is led by a volunteer co-ordinator, who is responsible for ensuring that visits take place as scheduled on the visit rota. It is left to the ICVs themselves to arrange the time and date the visit will take place and this information is disclosed to no other person ensuring that visits are unexpected. The co-ordinator is also responsible for organising and chairing quarterly team meetings.

The current visiting target is for one custody visit to take place every week to each of the primary custody suites. During 2014/2015, a total of 153 visits were undertaken as follows:

- Beaumont Leys – 54 visits
- Euston Street – 51 visits
- Keyham Lane – 45 visits

In addition, three visits were completed at Wigston, during times when the custody suite was open. Unfortunately the target at Keyham Lane was not achieved, due to difficulties within the team, the availability of team members to undertake visits at certain times and the fact that the cell block was closed for refurbishment during part of the year. Changes to the structure of the scheme have already been implemented to make sure volunteers are best able to meet the targets across all three custody suites during 2015/2016.

Visits were carried out on all days of the week and at all times of the day and, occasionally, night. This is crucial in ensuring visits do not become predictable and occur at set times.

During 2014/2015, a total of 1,035 people were in police custody during the time of a custody visit. Of these, 490 were offered a visit from an ICV and 475 (97%) were spoken to.

No major issues or concerns were reported from visits, although a small number of health and safety issues were identified, including the lack of maintenance of kitchen areas, fridge / freezer temperatures not being recorded and out-of-date food found in stores. All issues were resolved promptly.

During conversations between the IVCs and the detainees, the following requests were made:

- 11 for a doctor or nurse;
- 38 for refreshments;

- 22 for phone calls;
- 15 for reading material;
- 21 for blankets;
- nine for an update on their position or time of release;
- eight to see a solicitor;
- seven for exercise / fresh air;
- three for tissues; and
- two for a religious text

All requests were reported to the custody sergeant and the majority were dealt with at the time.

Other issues highlighted during visits were as follows:

- A diabetic detainee reported that she had not eaten since lunchtime the previous day and that she was unable to eat the breakfast options on offer.  
*Outcome – It was confirmed there was a wider range of breakfast foods available to cater for a variety of dietary requirements. Staff awareness was raised around the available choices.*
- Kitchen worktop had missing and chipped laminate and was in need of repair.  
*Outcome - Repairs were carried out as part of planned improvements.*
- Two detained persons - held at different suites, on different dates - reported having being assaulted by an officer from Leicestershire Police.  
*Outcome - The Custody Inspector was informed who then followed the standard procedure, including speaking with the detainee and informing them of the process to make a formal complaint. Having followed this matter up, I was assured that no formal complaints of this nature were made.*

Many of the visit report forms received from ICVs contained positive comments including:

- Detainees were very positive in their comments of how they were treated by custody staff;
- Detainees remarked that their treatment was better than they had received in other Force areas; and
- Prompt admission to the custody suite was reported and volunteers stated they have been received courteously by staff.

I would like to take this opportunity to thank those who give up their time to carry out this valuable work.

## **Complaints**

I scrutinise and monitor how complaints made by members of the public about the police are handled. Every three months I receive data on complaints received at business meetings held with the Force. Between meetings I also undertake my own “dip-sampling” of complaint files. The outcome of this sampling is discussed at the Strategic Assurance Board.

In order to make the complaints process, and outcomes, more transparent, Leicestershire Police is now publishing the [results of misconduct hearings](#) on its website.

There were three complaints received by the PCP relating to the senior members of my office between 1 April 2014 and 31 March 2015.

## **Subsequent transfer scheme**

No transfer of staff from the employ of the Office of the Police and Crime Commissioner to the employ of the Office of the Chief Constable using the Subsequent Transfer Scheme process (as defined in the Police Reform and Social Responsibility Act 2011) has taken place during the period between 1 April 2014 and 31 March 2015.

## **Register of interests**

A register of my disclosable interests can be found on my website [bit.ly/1fw7zux](http://bit.ly/1fw7zux)

## **Section 2: Performance against the strategic priorities of the Police and Crime Plan**

## THEME: REDUCING OFFENDING AND RE-OFFENDING

### Strategic Priority 1: Preventing and diverting young people from offending

#### Measure:

- **Reduction in the number of 10-17 year olds entering the criminal justice system for the first time and receiving community resolutions, youth cautions and youth conditional cautions.**



Sir Clive Loader celebrates the achievements of Catch22's Community Action Against Crime, a programme designed to prevent young people from offending

### **Youth Offending Service, Leicestershire County Council**

The Youth Offending Service (YOS) delivers the IMPACT project and community engagement work to reduce the risk of ASB and public-related concerns about young people.

During 2014/15 IMPACT:

- worked with 668 young people in 39 ASB hotspot locations across Leicestershire;
- supported and delivered 47 diversionary activities involving more than 1,500 young people; and
- delivered ASB awareness presentations to 29 schools, reaching a further 4,915 students.

The 'IMPACT Crime and Time' offending diversion project carried out 21 sessions with youth groups and "at risk" groups, reaching 632 young people. These sessions, which highlight the serious implications of crime, were supported by adult volunteer peer mentors who had in the past either served prison sentences or had been subject to community sentences.

Last year the YOS supported and facilitated the establishment of three youth cafes, which organised a range of activities in a bid to reduce ASB.

### **Leicester City Council**

During 2014/2015 there was a reduction in the numbers of those young people living in Leicester becoming "First Time Entrants" (FTE) into the criminal justice system by approximately 15%, down from 215 in 2013/2014 to 182.

The Out Of Court Disposal Panel considers the outcomes for youth cautions and youth conditional cautions, making sure that young people receive an appropriate disposal.

During 2014/2015 a total of 271 cases were considered by the panel, with the methods of disposal comprising:

- |                                     |     |
|-------------------------------------|-----|
| • Youth Cautions                    | 134 |
| • Youth Conditional Caution         | 43  |
| • Returned for Community Resolution | 52  |
| • Returned for Charge               | 24  |
| • Returned for No Further Action    | 11  |

The panel seeks to divert young people from the youth courts and the criminal justice system and since January 2015 all young people issued with youth cautions are assessed by the YOS (beyond the statutory requirement) to ensure that the best opportunity to prevent re-offending is taken.

The work which began in this last year has seen a strengthening of the partnership between Leicestershire Police and YOS. There is a shared objective of further reducing FTEs and the development of a Gold Standard Record Level Data Sharing agreement will contribute significantly to future joint work.

## **Integrated Offender Management (IOM)**

Staff involved in the IOM programme (involving Leicestershire Police and other partner agencies) have worked hard to develop their understanding of offender needs, using their own local assessment methods, in order to prevent re-offending. They have also been involved at a national level, working in partnership to develop new needs-assessment tools, like the 'Justice Star'. The information these tools provide is now helping to develop plans to prevent offending.

The IOM 'way of working' is also being expanded at a local level and into different areas, such as taking a multi-agency approach towards the problem of street drinkers.

## **PCC-funded diversionary activities**

### Time to Move On – Leicester Riders / YOS residential programme

In August 2014, Leicester City Council YOS joined forces with Leicester Riders to deliver a programme which provides a variety of activities to engage high-risk repeat young offenders alongside short educational sessions. These sessions have focused on knife crime, sex education, substance misuse and ASB. The young people who attended these sessions were thereafter tracked for a six-month period. After the first three months there was evidence of a reduction in re-offending and all were in full-time education. After six months, there was no evidence of any re-offending by any of the participants.

## **Strategic Priority 2: Reducing re-offending among young people and adults**

### Measures:

- **Reduction in offending by 18-24 year-olds**
- **Reduction in re-offending by 18-24 year-olds**

## **Young Adults Project (YAP!), Derbyshire, Leicestershire, Nottinghamshire and Rutland Community Rehabilitation Company**

When I hosted the launch event of the project in July 2014, it had already developed 18 system-wide recommendations to reduce re-offending and to improve the response of all agencies to those who commit offences. These were then discussed and agreed at the Strategic Partnership Board and the delivery group of the YAP! began work to implement them. During the year the project has:

- developed a new Transitions Protocol between youth offending and probation services;

- established 'engAge', a team specifically tasked with delivering support and interventions to young people aged 18-24 who are at risk of re-entering the criminal justice system;
- Gained national recognition in March 2015 when it was showcased at the National Transition to Adulthood (T2A) Alliance conference; and
- begun delivering interventions through engAge as part of a conditional caution for young adult offenders.

### **Integrated Offender Management (IOM)**

During 2014/2015 the IOM model was refreshed and broadened in its remit to allow all types of offender assessed as highly likely to re-offend or presenting a high risk of causing serious harm to be considered 'in scope' for management.

In support of this, a 'single referral process' was implemented to access the services of either IOM or MAPPA and to simplify access for practitioners, making the best use of existing programmes.

Additional police resources are currently supporting a revised model of offender management with responsibility for activities resting with the co-located multi-agency team.

IOM offenders also piloted a voluntary tagging scheme, using the latest tag technology, with offenders agreeing to have their movements tracked by IOM staff. This proved really effective, and achieved significant reductions in re-offending rates beyond the 40% achieved across all offenders during the last year. The voluntary scheme not only made a positive contribution to the lives of the individual participants; it enabled police resources to be redeployed into other priority areas of work. Tags have now been adopted as core business, and their use will continue to expand during 2015/2016.

### **Strategic Priority 3: Reducing alcohol and drug related offending and re-offending**

#### Measures:

- **Increase in the number of successful drug and alcohol treatment completions.**
- **Decrease in all re-presentations to drug and alcohol treatment**
- **Reduction in re-offending rates among those offenders entering a criminal justice drugs treatment programme**

- **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 performance measures set to evaluate the successful delivery of these first three priorities are assessed in percentage terms of those who successfully complete treatments programmes. Performance is also measured by each type of substance misused rather than aggregated, since there are significant differentials in potential performance between opiate / non-opiate / alcohol and alcohol and non-opiate.

The evidence data used to assess performance against these priorities is collated by Public Health England (PHE) and is based on the National Drug Treatment Monitoring System (NDTMS). Unfortunately, there is no baseline data available to allow for meaningful assessment of any improvements achieved, since PHE only started monitoring the current categories in 2014/2015 and comparison data will not be available until later this year (approximately September 2015).

That said, while PHE data is not available to measure the **increase in the number of successful drug and alcohol treatment completions**, some local data for this past year has been collected and shows the proportion of people who successfully complete a structured treatment programme dealing with all types of substance, as the following table illustrates:

	12months to end of Dec'14	12months to end of Mar'15
Opiates	7.8%	8.2%
Non-opiates	21.5%	35.6%
Alcohol	35.0%	40.8%
Non-opiates and alcohol	35.8%	41.4%

When trying to assess the **reduction in the number of those people who re-enter structured treatment within six months of successful treatment** we are limited as only the NDTMS data source is available to monitor the representation rate and there is currently no base line data.

However, Leicestershire Police's Substance Misuse Delivery Plan 2014/2015 has built on existing partnerships and successfully commissioned services for young people and this has resulted in a number of successful drug and alcohol treatment completions through the Criminal Justice Drugs Treatment programme. This has not only helped reduce the number of people re-entering programmes; it has also helped to reduce re-offending. During 2014/2015, there was a 37% reduction in offenders compared to the previous year. The evidence suggests that the programme is highly-targeted in its approach and captures the correct groups.

Comparing last year's figures to those for 2013/2014, and taking a randomly-selected sample of 200 offenders who tested positive at the point of their entry to the system, there has been a 50.67% reduction in offending, with pre-test offences committed by the cohort recorded at 673 and dropping to 332 offences committed by the cohort post-test.

This evidence clearly points to the success of such intervention programmes for those undergoing such treatment. But there is an additional, social and financial benefit to society. Using average national statistics, the financial cost of 673 crimes is £814,194. The cost of 332 crimes is £317,030. Therefore, it is accurate to estimate that these treatment programmes saved the tax payers of Leicester, Leicestershire and Rutland an estimated £497,164 in the last year – not to mention sparing scores of residents from becoming victims of acquisitive crime being committed to fund addiction habits.

To continue to divert low-level offenders from further offending, the Out of Court Disposal pilot was launched in November 2014. Between then and 31 March 2015, some 80 Conditional Cautions and Community Resolutions were issued requiring all recipients to

attend an awareness course as part of their disposal. Of these, 67 successfully completed their course.

It should be noted that these figures do not account for the overall total captured via the New Adult Disposal project. From 1 April 2014 to November, when the Out of Court Disposal pilot began, a total of 175 Penalty Notice Disorders (PNDs) were issued through the alcohol awareness waiver scheme. Of this total, 160 elected to go on the course and 135 of them completed it successfully. During the year, a Drug Awareness course was also introduced as an engagement programme for low-level substance misuse.



Leicestershire Police also continues to increase its intelligence about New Psychoactive Substances (NPS), more commonly known as 'legal highs'. Operation Nitrox was launched in August 2014 to raise awareness among officers, key partners and the community (particularly young people) of such substances, and to work more closely in partnership with Trading Standards officers to tackle the supply of NPS.

Since Operation Nitrox was launched, intelligence has increased and a local NPS problem profile is being produced to consolidate this data. Additionally, warning letters have been sent to five local shops which were suspected to be selling NPS, as a result of which:

- one shop voluntarily stopped selling NPS;
- three shops have been the subject of test purchase operations, two of which are now being prosecuted; and
- one shop had a Misuse of Drugs Act Warrant executed and is currently awaiting charge.

### **Criminal Justice Drug Team, The Derbyshire, Leicestershire, Nottinghamshire and Rutland Community Rehabilitation Company (DLNR CRC)**

In partnership with Inclusion Healthcare, the DLNR CRC has contributed significantly to the third strategic priority, using the Criminal Justice Drugs Team to provide substance misuse treatments. In 2014/2015 the team delivered treatments to approximately 1,000 drug and alcohol offenders, and performance data indicates the service achieved significant increases in successful completions with more offenders leaving treatment free of their substance dependency.

This success has been achieved by developing services and by working in partnership with Leicestershire Police. After creating a pilot site for drug and alcohol specific out of court disposals across Leicester Leicestershire and Rutland during 2014/2015, from 1 November 2014, following changes to police out of court disposals, there are now two types of disposal available for drug and alcohol using offenders:

- three-session community resolution - aimed at increasing awareness; and
- six-session conditional caution - aimed at increasing awareness and supporting behaviour change.

Overall a total of 165 community resolutions and 121 conditional cautions were delivered by the Criminal Justice Drugs Team in 2014/2015, aimed at reducing the number of drug and alcohol offenders who previously would not have received intervention if they had been issued with a simple caution or warning. Approximately 5% of those receiving one of these disposals has been assessed as having a far greater treatment and/or prescribing need and as such these individuals have been referred for structured Tier 3 treatment by the Criminal Justice Drugs Team.

In addition, the Criminal Justice Team is looking to partners to help strengthen and deliver its services. Together with Leicestershire Police, it is working on a multi-agency street drinkers management model based on the principles of IOM, aimed at bringing a more robust approach to addressing street drinking in Leicester. The impact of this should be realised this current year.

In addition, to further enhance its approach to support drug and alcohol users released from prison, the team is developing support with “through the gate” specific substance misuse practitioners, to better offer support for priority and prolific offenders with substance misuse issues, as evidence suggests post-release offenders are at the greatest risk of re-offending.

### **Late Night Levy, Leicester City Council**

Proposals to introduce a late night levy were considered during the year by a working group comprising officers from Leicestershire Police and council officers including Councillor Sarah Russell. It concluded that implementation would not progress but that the Late Night Economy Sub-Group of the Safer Leicestershire Partnership would keep that decision under review. Councillor Russell has since confirmed that a Late Night Levy will not be progressed and that the council plans to introduce a business improvement district instead.

### **Strategic Priority 4: Reducing crime and ASB caused by families in Troubled Families and Supporting Families programmes**

#### Measures:

- **Reduction in re-offending within families engaged in a troubled/supported family programme**
- **Reduction in recorded ASB committed by families engaged in a troubled/supported families programme**

Both the Troubled Families and Supporting Families programmes seek to break the cycle of generation after generation of the most troubled families in Leicester, Leicestershire and Rutland engaging in ASB and crime, and to address poor parenting skills and long term unemployment. Both programmes were launched during 2012 and receive national government funding and investment from local partner agencies.

The families supported by the programmes often have similar characteristics – there is no adult in the family who is employed, children are not attending school and family members are often involved in crime and ASB. These families almost always have other long-standing problems that can lead to their children repeating the cycle of disadvantage. If a family meets the relevant criteria for the programme, a support worker is assigned or they are referred to a service provider for additional support.

The principal aims of the two programmes are to:

- get children back into school;
- reduce youth crime and ASB;
- put adults on a path that gets them back into work; and
- reduce the costs that these families place on public services.

During 2014/2015, nearly 2,000 of all the families across the whole Force area who were involved in ASB also had a young person from that family involved in crime and/or were affected by truancy/exclusion from school. Of those recorded, 1,417 families were from the city of Leicester, 419 were from Leicestershire and 26 were from Rutland. Only seven of the young offenders came from families who were taking part in either of the troubled/supported families programmes. They had collectively committed a total of 18 offences and were already involved in the IOM cohort.

### **Changing Lives, Rutland County Council**



Delivered by Rutland County Council with partnership support, the Changing Lives programme has worked with a total of 26 families during 2014/2015 to deliver practical support and guidance after they have been assessed as needing early intervention or intensive family support.

Seventeen families were assessed as needing intervention for ASB and offending. Ten received ASB-related interventions, or were of equivalent concern, and seven had children between the ages of 10-17 who were engaging in offending behaviours.

The success of the programme is clear to see: after intervention, 59% of the 17 families monitored demonstrated a sustained and significant reduction (60%) in antisocial behaviour, and a reduction in offending by all minors in the family by at least 33% over a six-month period.

Since the start of the programme in 2012, Changing Lives has evolved to offer additional support to families, extending beyond just working with children but also reaching parents and other family members. This ensures that the fundamental concerns within the family are challenged. For example, support is given to offenders to attend court and crucial appointments to help them stay on track to move forwards in their lives.

### **Supporting Leicestershire Families Service, Leicestershire County Council**

## **SupportingLeicestershireFamilies**

Between March 2013 and March this year, the Supporting Leicestershire Families Service has met its Government target to “turn around” 810 families by reducing re-offending and ASB associated with the families.

The service brings together the county and district councils, the Police, health services and a range of other agencies to offer the correct support first time, and a team of 50 family support workers provide these vulnerable families with help to turn their lives around.

### **THINK Family, Leicester City**

Leicester City’s THINK Family aims to turn around the lives of those families with multiple and complex needs. The programme is not about offering a new service, but is about building upon existing good work and making it easier for agencies to work together in a complimentary way. Set up in response to the national troubled families agenda, THINK Family has worked with 1,140 families during 2014/2015 and represented 100% of its target group.



THINK Family follows a number of stages: referral, allocations panel, identifying the lead agency, initial assessment, action plan and delivery, with a review of cases undertaken every three months. It seeks to support families where adults in the home are out of work and claiming benefits, where children are not attending school properly or are excluded, and there is evidence of crime or ASB.

To date the programme has achieved impressive results:

- 84% of families on the programme stopped offending;
- there was a 47% reduction in the number of offences committed by those on programme;
- 370 adults found sustained employment;
- 89% of young people showed improved behaviour at school; and
- 79% of young people achieved improved attendance rates at school.

THINK Family has also been heavily involved with other agencies in the criminal justice system to deliver a service that works for the family:

- YOS leads in 10% of cases and provide preventative work through other services;
- IOM provides an input to the THINK Family allocation / triage system with increased sharing of intelligence;
- 45% of cases trigger services for youth crime or ASB;
- an increasing percentage of families receive support from the Youth Service; and
- IOM / Probation staff are trained to adopt a 'whole family' approach

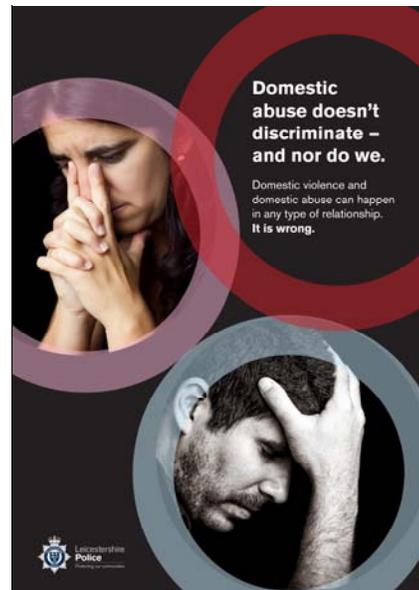
THINK Family has challenged the way that agencies work together and adopted a whole family approach. The family is at the centre of the programme and partner agencies work together to provide a joined up approach to problem-solving. Depending on the circumstances, for example, a different agency will perform the lead worker/practitioner role. Every agency involved develops its workers in the early identification of problems, assessing the families' needs, and supporting the family to achieve the required outcomes. As a result services are also able to achieve cost savings through collaborative working.

## **THEME: SUPPORTING VICTIMS AND WITNESSES**

### **Strategic Priority 5: To increase reporting of domestic abuse and ensure a positive outcome for victims and witnesses of domestic abuse**

#### Measures:

- **A victim-focused crime outcome**
- **An increased awareness and use of domestic abuse victim services across Leicester, Leicestershire and Rutland** (examples of campaign materials below)
- **Continuous improvement in the service provided to victims of domestic abuse offences**



During the 2014/2015 Domestic Violence Protection Notices (DVPNs) and Domestic Violence Protection Orders (DVPOs) were introduced. These aim to provide victims with immediate protection following an incident of domestic violence and to give them time to consider what to do next.

A DVPN is a notice served by the police against a person who is aged over 18 years, where the police reasonably believe that he or she has been violent or has threatened violence against a person and that person needs to be protected.

This can be followed by a DVPO which is an order applied for by the Police and made by a Magistrates' Court. If an order is made it will last for a minimum of 14 days and a maximum of 28 days.

Since June 2014, 61 DVPNs were authorised by Leicestershire Police and of those taken to court, all were made into DVPOs with the following results:

- six were authorised but not used, since an alternative disposal method was achieved;
- 95% were issued for a maximum of 28 days;
- in 67% of these cases, no further incidents were reported during the lifetime of the order; and
- eight resulted in breaches of the DVPO - all of which culminated in custodial sentences.

Project 360 is a multi-agency team led by Leicestershire Police supporting victims of sexual and domestic violence. Funded by the Ministry of Justice, it provides early engagement and intervention with victims, and works closely with Leicester University conducting research with victims to assess whether the team's involvement has had a positive impact.

Specialist point-of-contact officers are employed by the Force's Investigation Unit who receive enhanced training to ensure they deliver a consistent and effective approach towards investigating domestic violence-related offences. In addition, the Police have a specialist team which supports victims of forced marriage – defined as a marriage that takes place without the full and free consent of both parties involved. The “force” exerted in such circumstances can be emotional and psychological as well as physical and can involve one party being threatened. Since April 2015 Leicestershire Police has applied for one Forced Marriage Protection Order (FMPO), a legal document issued by a judge which is designed to protect the person who has been or is being forced into marriage.

The Domestic Abuse Partnership, together with the Leicestershire and Rutland Safeguarding Boards, has supported agencies by developing a consistent approach to identifying and responding to domestic abuse. This includes providing a guidance document for workers from all agencies and creating a comprehensive and continuous programme of training based on the nationally-recognised Domestic Abuse Stalking and Harassment (DASH) Risk Indicator Checklist for assessing risk of harm with regard to domestic abuse.

This last year has seen other significant developments in collaborative services. Leicestershire and Rutland county councils have been closely working with Leicester City Council, Leicestershire Police and myself to develop commissioning for a single and consistent specialist domestic abuse and sexual violence support service across the whole Police area. This service, which will be in place from December 2015, will ensure the correct support for people who need it and allow them to access such support easily.

Leicestershire County Council's Community Safety Team, working with partners, has also developed a plan to implement an Operation Encompass scheme in Leicestershire. The scheme supports the timely sharing of information between the Police and schools before the start of the school day regarding domestic abuse incidents that may have occurred. The scheme aims to ensure that the response of schools to the behaviour of their pupils takes account of the possibility of domestic abuse, if it is present in the child's family life. The scheme will be implemented during this financial year.

## **Strategic Priority 6: To increase reporting of serious sexual offences and ensure a positive outcome for victims and witnesses of serious sexual offences**

### Measures:

- **A victim-focused crime outcome**
- **An increased awareness and use of sexual violence victim services across Leicester, Leicestershire and Rutland**
- **Continuous improvement in the services provided to victims of sexual offences**



Members of the Signal team attend an event in Loughborough

penetration. It is victim-focused and manages the entire case, from completing medical examinations and obtaining details of the incident through to the arrest of suspects and attending subsequent court proceedings.

The unit has developed strong links with partner agencies to ensure that victims are fully supported in a way that is bespoke to them. It is co-located with the Complex Crime Team and Domestic Abuse Team, and this ensures support is available to the investigative process.

The Signal team also directly contact children's social care in relation to any child victims to ensure early strategy discussions and a co-ordinated approach to the investigation and support for victims.

Where reports of rape are made by a third party, a special crime recording form is now completed and referred to the Signal team for further investigation, initially with the third party and then with the victim. If the victim is able to offer sufficient evidence to report a rape, the crime will be thoroughly investigated as usual. If this is not the case, the special crime recording form will remain but the attending Signal officer will ensure that the victim has access to the Sexual Assault Referral Centre (SARC) and other referral bodies that may be able to offer help and support.

The SARC is dedicated to supporting those affected by rape and sexual assault in Leicester, Leicestershire and Rutland. It has a team of specially-trained staff who understand the impact rape and sexual assault can have on people's lives. The Signal team also provide training and information to colleagues within the Force and in partner agencies to increase awareness of the SARC's services and referral opportunities. The SARC website was launched at the end of 2014, providing an interactive forum for users, and the SARC is to be relocated to new premises this autumn and will provide improved facilities for victims.

To ensure that the services provided genuinely help to support victims and witnesses, research and analysis is carried out on all sexual offences to establish emerging series or trends. This information is regularly shared with partners at safeguarding and Signal meetings. There are, in addition, other mechanisms used to ensure the continuous improvement of services provided to victims of sexual offences, and these include:

- the use of behaviour and geographical profilers on a case-by-case basis, in consultation with the Regional Review Unit;
- the development of bespoke investigation plans for all sexual offences;
- appointing detectives (in specialist units where applicable) to take responsibility for the investigation of serious sexual offences;
- completing checks (as recommended by HMIC) on all foreign nationals identified as suspects for sexual offences;
- bi-monthly meetings with staff in the Crown Prosecution Service to review files;
- requiring Detective Inspectors to "sign off" all investigation files, to ensure the quality of those files;
- a training programme delivered by Signal staff regarding the skills required to interview suspects and witness;
- only the Force Crime Registrar can record and file a case as "no crime" following an investigation;
- the co-location of Independent Sexual Violence Advocates within the Signal team to ensure early referrals and a more co-ordinated support system for victims;
- the continuing development of serious crime documents which now include data from partners as well as the Police; and
- the (continually low) attrition rates at court within Leicestershire, Leicester, Rutland and the East Midlands region as a whole.

## Strategic Priority 7: To increase reporting of hate crimes and ensure a positive outcome for victims and witnesses of hate crime offences

### Measures:

- **A victim-focused crime outcome**
- **An increased awareness and use of hate crime victim services available across Leicester, Leicestershire and Rutland**
- **Continuous improvement in the service provided to victims of hate crime offences**

There are a number of local initiatives which support positive outcome for victims and witnesses of hate crime offences, in which Leicestershire Police is a key partner:

- **Keep Safe Places / Keep Safe Cards** - temporary safe places such as shops, libraries and council offices where people affected by hate crime can go when they feel scared or worried. There are approximately 50 such designated locations across Leicester, Leicestershire and Rutland;
- **Hate Crime and Health Project** – This project develops a “health” response to victims of hate crime. It includes an e-learning package for staff at the University Hospitals of Leicester, Leicestershire Partnership Trust, East Midlands Ambulance Service and the local Care Commissioning Groups;
- **Hate Crime Scrutiny Panel** – Leicestershire Police has its own Hate Crime Scrutiny Panel whose members represent our many diverse communities. The panel reviews hate crime investigations from the point of reporting through to filing, to identify good practices and, where necessary, to makes recommendations for areas for improvement;

**Stamp It Out** – Leicestershire Police continues to develop a mobile version of the Stamp It Out website, which will allow it to broaden its reach and increase accessibility;

- **Easy read leaflets** – these have recently been rewritten and include topics on hate crime and ASB. Leicestershire Police is also



producing a British Sign Language video about hate crime for people with hearing difficulties;

- **Hate crime advert and Haymarket Roadshow** - my office funded the production of a hate crime video advert and included an introduction from myself. This was shown on a large video screen in the Haymarket Shopping Centre for a week as part of a community roadshow; and
- **Mencap “Speak Up Report Hate Crime”** – my office funded Leicester’s local Mencap Advocacy Service project called “Speak Up Report Hate Crime” and Leicestershire Police is supporting the local Mencap leaders to run workshops across Leicester (below).



The partnership work that is being undertaken across Leicestershire, Leicester and Rutland is having a positive influence in increasing awareness of hate crime and helping to increase the overall number of reported incidents and crimes which can then be investigated, as the following table highlights:

<b>Reports (incidents &amp; crime)</b>	<b>2013/14</b>	<b>2014/15</b>
Disability	54	90
Race	1041	1047
Religious / Faith	122	105
Sexual Orientation	119	123
Transgender	21	22
Other	8	21
<b>Total</b>	<b>1365</b>	<b>1408</b>

Between 1 April 2014 and 31 March 2015 a total of 937 hate crime investigations were completed. Of those 399 (42.5%) resulted in the offender being charged, summoned, cautioned, or give a community resolution. In March 2015 the satisfaction rate for all hate crime types was 82.8%.

## **Community Safety Team, Leicestershire County Council**

Leicestershire County Council's Community Safety Team has continued to provide training for community reporting centres for hate incidents and will continue to review the reach of its centres. They are in place to provide more accessible opportunities for people to report hidden issues of hate in our communities so the relevant agencies can respond more effectively and in partnership with each other.

### **Strategic Priority 8: To prevent antisocial behaviour and to continuously improve the quality of service and response to victims of ASB**

#### **Measures:**

- **Continuous improvement in the service provided to victims of antisocial behaviour**

Between April 2014 and March 2015 the victim satisfaction rate for service in relation to ASB was 79.1%.

New ASB legislation came into being during the last year. This consolidated and simplified some of the existing legislation and also provided some additional policing powers. A large number of Leicestershire Police staff were trained in the new legislation and the force will use its full range of powers whenever it is appropriate so to do.

From February 2015, as a result of the Force restructure, neighbourhood policing teams were given more time to focus on problem-solving initiatives in the community and this is expected to further reduce ASB, especially in cases where people are being repeatedly victimised.

There have been improvements made to partnership databases over the years to enhance the recording and assessment of ASB incidents. The multi-agency partnership is now in the process of commissioning a review of ASB case management to ensure that systems and processes for the sharing of information and managing ASB cases remains fit for purpose in the future.

## **Community Safety Team, Leicestershire County Council**

Leicestershire County Council Community Safety Team has led the development of a consistent approach across the area looking at community triggers for ASB and this approach will facilitate the use of the new powers granted under the 2014 legislation.

The team has also been co-ordinating campaigns and the communication of consistent messages regarding ASB through its delivery group. It has also been working with partners to align the approaches taken towards ASB with those taken towards hate crime incidents, in order to ensure effective responses to incidents whether they constitute criminal offences or otherwise.

### **Strategic Priority 9: To continually improve the quality of service and response to victims of crime**

#### **Measures:**

- **Continuous improvement in the service provided to ‘all crime\*’ victims**

\* All crime – As defined in the Home Office Surveying Counting Rules

During 2014/2015 survey results recorded that 81.8% of respondents were satisfied with the service they received from Leicestershire Police (compared to 85.8% in 2013/2014).

The Witness Care Unit provides support and information to victims and witnesses once a suspect has been charged with an offence. Support is prioritised towards those victims and witnesses who demonstrate the greatest need, for example those who are vulnerable or intimidated, those involved in cases of hate crime, or those who have particular support needs.

The initial assessment of the impact and benefits of officers wearing body-worn video cameras to video crime and ASB-related incidents indicate an increase in public confidence in the Police as well as improved chances of successful prosecutions. The use of body-worn video is now being rolled out across Leicestershire Police, thanks to us securing Home Office Innovation funding. This initiative not only serves to improve the quality of service and the response to victims of crime; it also has the added benefit of affording greater personal safety protection for the officers wearing cameras.

## Victim First



During 2014/2015 we put in place the foundations for a new service dedicated to victims in Leicester, Leicestershire, and Rutland. The service will be known as Victim First and its service model has been designed around the victim's journey as they travel through the criminal justice system.

Victim First aims to be a service that will meet the needs (in terms of information and advice) of victims of crime and facilitate the referral to, and deployment of, bespoke support services to help victims cope and recover from crime. In addition, Victim First aims to embed restorative practice into its contact with victims and be able to offer and facilitate options for them if they wish to consider contact with the offender.

Funded by my office, Victim First is due to be launched this October.

### **THEME: MAKING COMMUNITIES AND NEIGHBOURHOODS SAFER**

#### **Strategic Priority 10: To continuously improve the police service to the communities of Leicester, Leicestershire and Rutland**

##### Measure:

- **Continuous improvement in the confidence rate reported in the community-based survey that the 'Police are doing a good job'**

Results from the survey undertaken during the last 12 months show that 84.6% of respondents said that the Police are doing a good job in their area (compared to 79.5% in 2013/2014).



PSCO Gill Edwards helps to rebuild 93-year-old Winnie Moon's wall after it has been repeatedly knocked down by vandals

The progress that has been made with public confidence in the Police across a range of service delivery areas places the force in a good place. Of equal importance, the insight that surveys provide enables the Force to continuously improve how it delivers service, particularly for victims and witnesses.

Over the past year, the Out of Court Scrutiny Panel has reviewed around 120 criminal cases that were concluded by way of an 'out of court disposal'. The intention in scrutinising these decisions is to increase the public's understanding and trust in such disposals and to identify areas for policy and practice development.

### **Strategic Priority 11: To reduce all crime**

#### **Measure:**

- **A significant reduction in 'all crime'**

During 2014/2015 the total number of crimes reported to Leicestershire Police reduced by 2.7%, from 60,834 offences to 59,220 offences. This equates to a drop of 58.9 crimes per 1,000 head of population in 2013/2014 to 58.1 crimes per 1,000 head of population last year. This is a significant achievement given the inexorable rise in Leicestershire's overall population which now stands at 1,017,697 people. Indeed, in March 2003, the Force recorded 103.6 crimes per 1,000 population. Today, 12 years on, that crime figure has all but halved.

Leicestershire Police continues to develop its “evidence-based practice” approach in order to further reduce crime. It uses its substantial links with academic establishments, other police forces and the College of Policing, and is supporting Randomised Control Trials (RCTs) to ensure better understanding of what works in policing, where and why.

The reduction in overall crime is thought to be due to several factors, including:

- Effective IOM diversion;
- effective patrol strategies and crime prevention activity;
- the targeting of the high risk offenders; and
- the increasing effect of early interventions.

The effective management of crime across Leicester, Leicestershire and Rutland requires daily scrutiny and drive which is delivered by the Daily Management Meeting (DMM), and I can say with confidence that each neighbourhood policing area is working hard to protect our local communities through the targeting of those suspected of prolific offending and those geographic locations known to be crime hotspots.



Leicestershire Police has been at the forefront of innovative crime prevention techniques, for example through the use of the latest technology to tackle vehicle and cycle crime, the use of electronic matrix boards to provide deterrent information to travelling criminals, farm watch, church watch and the deployment of volunteers on horseback in Rutland (below).



In October 2014, a number of high risk individuals were released from prison. This coincided with an anticipated seasonal increase in crime due to the clocks going back and the onset of darker nights, and it led to a particularly busy period for the Force. A large number of these high risk individuals are not influenced by IOM, and the Force needed to adopt a “catch and convict policy” to bring their offending to a halt. Outstanding teamwork was evident throughout, and led to the arrest, charging and remanding into custody of a significant number of these high-risk offenders which, in turn, had a substantial impact on crime levels.

Shop theft and cycle theft, two areas that traditionally account for a high number of reported crimes, have also been reduced during the year, thanks to excellent on-going partnership working which have delivered a combination of crime prevention tactics (right) and the use of technology to catch the perpetrators.



Criminal damage remains a significant contributor towards the overall crime figures. Often, but not always linked to ASB, this offence can be a difficult one to address given its sometimes sporadic and random nature. Where, however, it is linked to ASB and trends and hotspots are identified, the problem-solving approach, adopted by the neighbourhood policing teams and local partners and communities, has allowed significant in-roads to be made.

By focusing on those causing the most harm, and by supporting the most vulnerable in our communities, the Force has seen significant drops in the reports of ASB and associated reports of damage. The increased visibility and greater presence of dedicated neighbourhood officers achieved by the recent Force restructure will allow us to focus even more on such issues.

As society changes and technology develops, so too does the profile of crime. An increasing use of social media and electronic devices in general has seen a significant volume of crime move from the street to online, for example in the form of harassment via Twitter or use of the internet by criminals to commit fraud. Crimes such as these are on the increase as technology makes it easier for criminals to increase the scale and scope of their enterprises from anywhere in the world.

To address this, Leicestershire Police has delivered the College of Policing's on-line cyber crime training packages to more than 80% of its staff, coupled with more detailed mainstream cyber crime training to several hundred officers. They, in turn, have been able to share this enhanced expertise with their colleagues, allowing them to investigate crimes more effectively and efficiently.

A specialist team has also been set up of eight Digital Media Investigators, officers with specialist knowledge and skills who can provide support across the policing spectrum from serious crime investigations such as murders and high-risk missing persons enquiries through to the recovery of evidence from a Smartphone or laptop relating to harassing e-mails. As all of us increasingly leave a digital footprint wherever we go, policing needs to be able to access this data to protect our communities and investigate crime, and such investment will continue.

### **Strategic Priority 12: To reduce domestic burglary and ensure a positive outcome for victims of domestic burglary**

#### **Measures:**

- **A significant reduction in burglary**
- **Continuous improvement in the satisfaction provided to victims of burglary**
- **A victim-focused crime outcome**

**Hunting  
criminals**  
**Protecting  
communities**  
**OPERATION  
TIGER**

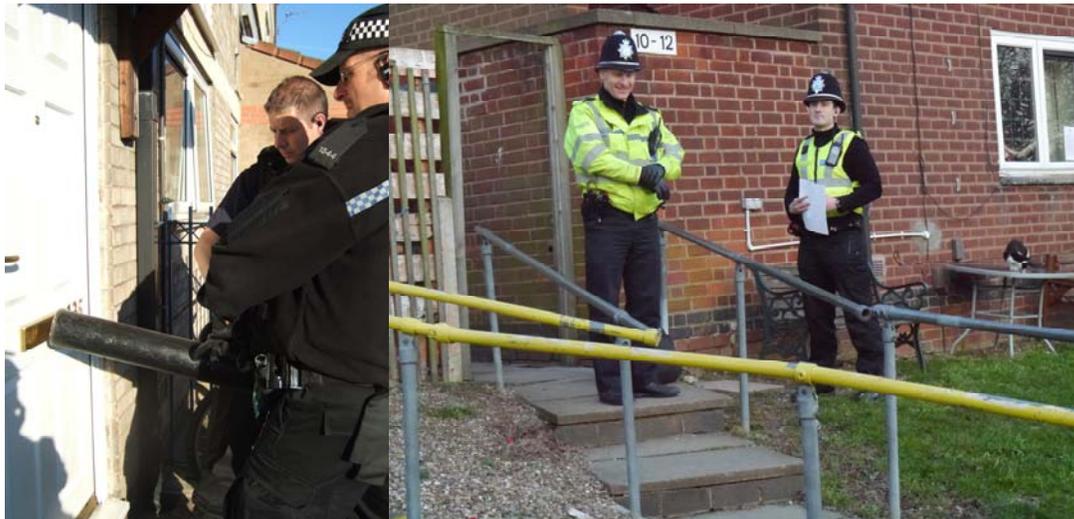


In response to this priority, Leicestershire Police has made sustained efforts in its fight against burglaries using one of the most high-profile policing initiatives codenamed Operation Tiger. By working together and combining resources, the operation aims to protect communities and reduce crime and ASB in Leicester, Leicestershire and Rutland.

During 2014/15 offences of domestic burglary reduced by 3.5% compared to the previous year (a drop from 4,199 offences to 4,050 offences). That means that last year there were 4.1 burglaries per 1,000 households, compared to 4.2 in the previous year.

The victim satisfaction rate for the year was recorded at 88.2%.

The identification, arrest, charge and remand into custody of high-risk offenders, particularly burglars, is making a real difference to the safety and well-being of our communities. The coordination of work through the (DMM) ensures that resources are efficiently maximised and deployed, and this is underpinned by the use of the proactive overtime funding to boost support into high-risk areas. It is possible to more effectively manage burglary spikes each week, not least by fast-tracking forensic evidence where available and appropriate to bring offending to a quick end.



All the neighbourhood policing areas have instigated proactive crime operations throughout the year to target prolific criminals, community concerns and chronic crime. For example, Operation Umbel is a long-standing operation to manage student burglaries in Loughborough and Market Harborough which continues successfully to use the fixed and mobile Automatic Number Plate Recognition (ANPR) capability for Operation Barnacle, a multi-agency, multi-force operation which targets travelling criminals throughout the south of Leicestershire.

In addition to this, it has been possible to protect our local communities from organised travelling criminals who have been committing dwelling house burglaries across Leicestershire and the wider Midlands region. Both Operation Serpent and Operation Sequin targeted, arrested and charged 10 suspects involved in these offences, with both operations using the specialist skills of various force and regional departments including CID, Force Targeting Team, East Midlands Specialist Operations Unit (EMSOU) and the Road Crime Team. This was a significant investment and proved hugely successful in the significant impact it had on crime across the Force area.

By continuing to work closely with our communities, and adopting a proactive and risk-assessed approach using all force assets, Leicestershire Police been very successful in identifying emerging threats and tackling these quickly and effectively, in turn reducing and preventing crime.

The Force underpins its operational activity by developing and promoting seasonal burglary reduction communications campaigns, such as the “autumn lights on” campaign, using all forms of traditional and social media in order to raise awareness and promulgate support and advice to local communities.

### **Strategic Priority 13: To reduce “Violence against the Person with Injury” and ensure a positive outcome for victims**

#### Measures:

- **A significant reduction in violence against the person with injury**
- **Continuous improvement in the satisfaction provided to victims of Violence against the Person with Injury offences**
- **A victim focused-crime outcome**

The number of offences categorised as “violence against the person with injury” fell by 3% during 2014/2015 compared to the previous year’s figures, a drop from 5,052 crimes in 2013/2014 to 4,884 last year. Last year, customer satisfaction rates for the Force’s performance in this area was 73.3%.

Domestic Violence accounts for a proportion of this category of crime, and during the last year a great deal of work was undertaken by the Force and in partnership with others to better understand such crimes and identify new ways of preventing them from occurring. Through this process, the Force was better able to identify repeat Domestic Violence victims and perpetrators. This, in turn, helped to develop the most appropriate approach towards each victim and ensure that a strategy was put in place to reduce victimisation. Some innovative work was carried out to improve the awareness of DASH and its use as a risk management and identification tool across all agencies for Leicestershire, Leicester and Rutland, including non-specialist staff who work for Leicestershire Police.

Regarding other types of violent crime, such as those offences involving the use of edged weapons, a focused review was carried out and as a result initiatives were developed to support enforcement, prevention and awareness activity. This has led, for example, to the development of planned education and awareness initiatives targeting specific groups like young people in schools and in children’s homes. There was an increase at the start of 2015 in offences involving edged weapons, and further research helped to develop a greater understanding not only of the profile of victims and suspects, but helped to develop new approaches to combat the problem. This research has been shared with partners including local health providers to further enhance our collective understanding of these issues.

Work was conducted with door staff and licensees at locations in the city and in both Leicestershire and Rutland to improve compliance with relevant legislation and to share best practice aimed at reducing violent crime. As part of this approach, a pilot scheme was launched in Loughborough issuing door staff with breathalyser devices to educate the public about sensible drinking levels. This and other initiatives are aimed at reducing the risks associated with excessive drinking and violence.

## **Strategic Priority 14: To reduce vehicle crime and ensure a positive outcome for victims of vehicle crime**

### Measures:

#### **Theft from motor vehicle**

- **A significant reduction in theft from motor vehicle**
- **Continuous improvement in the satisfaction provided to victims of theft from motor vehicle offences**
- **A victim-focused crime outcome**

#### **Theft of motor vehicle**

- **A significant reduction in theft of motor vehicles**
- **Continuous improvement in the satisfaction provided to victims of theft of motor vehicle offences**
- **A victim-focused crime outcome**

Vehicle crime, which has disappointingly risen from 6.5 crimes per 1,000 people to 7.1 crimes per 1,000 people in the last year, is categorised in two separate classifications: theft of motor vehicles and theft from motor vehicles.

During the reporting period, there has been a significant increase in the number of reported theft of motor vehicles, many of which have been low-powered motor cycles / mopeds. It is clear from the investigations and locations of the offences that these are predominantly being used for the purposes of so-called "joy-riding" and are intrinsically linked to ASB. In response, a number of crime prevention measures and problem-solving initiatives have been put into place in the most affected areas, and partners are actively engaged in order to combat this issue and to reduce offending.

The theft of catalytic converters continues to be an issue and recorded incidents are directly linked to the price of metal (given the metal inside the converters). Historically certain types of vehicles have been more susceptible to being targeted for such thefts, including 4x4s and vans. Crime prevention advice has been distributed to owners of vehicles and work continues with manufacturers looking at how manufacturing processes can change to reduce vehicle vulnerability. A response plan directed at intelligence gathering and the stop

checking of suspect vehicles is on-going. The plan also involves officers making regular visits to scrap metal dealers to identify potential sources of metal disposal.

Since January 2015 there has been an increase in theft from motor vehicles, particularly involving power and hand tools being stolen from vans owned by tradesmen. In response, Leicestershire Police has mounted two operations specifically designed to tackle this:

- **Operation Architect** – this focuses on known suspects believed to be involved in this type of criminality and involves overt and covert tactics. As a result, eight people have been arrested for numerous offences across a number of force areas; and
- **Operation Cheetah** – this Leicestershire-based operation makes use of resources from specialist police teams. Again, using both overt and covert tactics, recent enforcement activity has resulted in the arrest of six people in connection with the theft of tools and the retention / disposal of tools to the value of £500,000. These tools have been recovered and a major communications campaign is underway to reunite the tools with their rightful owners. Additionally, seven motor vehicles used in the commission of those crimes have been recovered and two caravans have been seizure which are believed to have been purchased with the proceeds of such criminality.

Such highly-targeted enforcement activity is helping to deliver an overall reduction in thefts and a reduction in these types of crime.

## **THEME: PROTECTING THE VULNERABLE**

### **Strategic Priority 15: To prevent child abuse and child sexual exploitation and provide a safe and supportive environment for victims and witnesses**

Child Sexual Exploitation (CSE) is a form of sexual abuse that involves the manipulation and/or coercion of young people under the age of 18 into sexual activity in exchange for things such as money. Leicestershire Police has a strategy to ensure the prevention of child abuse and CSE and this also looks at the best approaches to partnership working to provide a safe and supportive environment for victims and witnesses.



During 2014/2015 the strategy has delivered many relevant activities to help better protect vulnerable children. These include:

- the creation of a dedicated and highly-trained CSE team with a referral desk for CSE and a Paedophile Online Investigation Team (POLIT) and specialist functions;
- continuing work to implement the recommendations from the Ofsted Missing Children Report 2013 and

the National Police Chief's Council (NPCC) CSE Action Plan;

- regular community consultation meetings held in response to Operation Fedora/Kilroy;
- social workers now working alongside teams dedicated to finding missing people to improve identification and management of missing children at risk of CSE;
- the development of a communications plan by the Multi Agency Safeguarding Children's Board Sub Group that includes working with a school theatre group to raise awareness of CSE among young people – to date the group has performed to more than 700 young people in Leicester, Leicestershire and in Rutland (see below); and
- Leicestershire Police delivered CSE training and awareness to parents and professionals in three open sessions at its headquarters in Leicester.

On 2<sup>nd</sup> September last year, following the publication of the Alexis Jay report into CSE in Rotherham, I required the Force to conduct a wide-ranging review going back 20 years into CSE in Leicester, Leicestershire and Rutland. We all vividly remember the sense of shock and outrage we felt when hearing about the systematic abuse of 1,400 children in Rotherham, and I felt it was critical that we examined our own past to determine whether our own children had been properly safeguarded.

The result was Operation Sepia, which involved a team of officers and support staff conducting nine separate audits of existing records and systems going back to 1994.

Importantly, the team excluded from its work any analysis of victims who already featured in two other, live enquiries relating to historic CSE in Leicestershire.

As a team of auditors examined each and every record, they asked themselves a series of questions:

- Did they feel the person had been a victim of CSE?
- If so, had that been identified by the Force, and had it been properly investigated?
- If the Force hadn't investigated the matter, had another agency, and if so, which agency?

An analysis of nearly 7,000 individuals contained within various databases led the auditors to look closely at a total of 866 individuals who may have been either victims or potential offenders. Further research led to a total of 116 records which appeared to contain some element of potential CSE.

Further analysis suggested the majority of these had been fully and properly investigated at the time, leaving 32 which the auditors were unsure about, and handed these over to a team of detectives for "moderation".

At this stage, 22 cases were deemed to have been properly investigated, leaving 10 which were then sent for further analysis by the Regional Review Unit. And following their further scrutiny, a total of five cases were considered worthy of re-investigation. New investigations are now being carried out into these five, unrelated, cases by a team of specialist detectives under the supervision of a Detective Superintendent.

Although I was reassured by the findings of Op Sepia, I recognise that more needs to be done, in partnership, to combat the threats posed to today's children from those who would seek to commit child sexual abuse and exploitation.

Accordingly, in my budget for this current year, I have made available up to £2m from reserves to support innovative schemes aimed at combating the types of crimes, including CSE, which threaten the most vulnerable people in society. Bids are currently being assessed and those chosen for funding will be implemented in this current financial year.

## **The Community Safety Team, Leicestershire County Council**

During the year, Leicestershire County Council's Community Safety Team has been promoting the Keep Safe Places for people who feel vulnerable in our town centres. The team has been focusing on support for vulnerable adults and conducted a review of these services to ensure they are fit for purpose. The team has also been exploring how vulnerable adults can make use of the facilities provided by Warning Zone, an interactive learning zone for young people, particularly the new online safety zone.

## **Report from the Chair of Leicestershire and Rutland Safeguarding Board**

The CSE, trafficking and missing subgroup is part of the Leicestershire and Rutland Safeguarding Children Board and is a joint sub-group in partnership with Leicester City Safeguarding Board.

Over the last 12 months the subgroup has been reviewing its role and widening the number of agencies represented at its meetings. New members include further representation from the NHS, such as pharmacist and urgent care providers, who see young people in their health settings, plus education representatives and head teacher membership.

The group's work has included developing the CSE awareness campaign 'Spot the Signs' which has been rolled out to licensed premises such as hotels, B&B's and taxi companies and resulted in increased referrals. The campaign builds on the existing media campaign that was targeted at schools, community groups and parents.



Underpinning the Spot the Signs campaign is a drama production company called Chelsea's



Choice, which has toured schools across Leicester, Leicestershire and Rutland to deliver its CSE awareness-raising messages to schoolchildren. The experienced drama production tells the

story of a young girl's experience of CSE and tells a valuable and powerful lesson to help increase awareness of CSE. The staging of this production has also generated some disclosures which have been investigated by Leicestershire Police and social care. A quarterly dataset to monitor success has been produced from agencies along with the development of comment and analysis, which will begin to provide a more detailed picture and will in turn assist in targeting the provision of future services where they are needed. This includes voice work and direct input from young people into what they expect services to provide them in terms of meeting their needs and fighting these terrible crimes and protecting the most vulnerable from perpetrators.

### **Strategic Priority 16: Improving the response, service and outcomes for those with mental health needs**

#### **Measures:**

- **Review and streamline conveyancing of patients across partner agencies leading to better use of resources**
- **Deliver mental health training to front line operational staff including police officers, probation and housing officers**
- **Review key policies and procedures relating to mental health issues across the agencies ensuring they are consistent, efficient and effective**

These "measures" form the priority pieces of work for the Mental Health Partnership Sub Group, supported by the Mental Health Partnership Development Manager.

The transport of patients, in particular those who need secure transport, continues to be an area for improvement in Leicester, Leicestershire and Rutland. The Chief Constable and I continue to work with partners to create a more efficient service provision. A jointly agreed policy on mental health transport will be in operation this year with the intention to reduce the risk to service users and enable a more coordinated multi-agency response.

In partnership with the city and county councils, I have co-commissioned a programme of mental health first aid training, focused on developing the frontline response of a multi-agency cohort of professionals and the programme will be delivered by a multi-agency group of instructors. Training will be delivered to not only develop the awareness of mental health among professionals, but also further the understanding of other professional practice. This approach is anticipated to advance the joint partnership approach to mental health support and provision.

An overarching joint policy on mental health provision has been generated, within which a growing number of joint protocols will be created. Existing documents are being replaced to make the approach to joint working easier to understand and implement with organisational support at all levels.

The introduction of the Mental Health Partnership Manager role in November 2014 demonstrates the emphasis that I have placed on the mental health agenda. The post holder is supporting a programme of additional work going beyond the concise measures of the plan and building on the existing good practice shown in Leicestershire.

In this reporting period and working with partners, I have continued to support nationally recognised work in regards to street triage, a scheme for which Leicestershire was a trailblazing site, and liaison and diversion, which it was a wave one national site. Leicestershire's Mental Health Triage Car service, a partnership between Leicestershire Police and Leicestershire Partnership Trust, has reduced Section 136 Mental Health Act detentions by approximately 66% in comparison to 2012 data. In real terms this means a far superior service to the public where a detention is avoided through support from a partnership team. This nationally-acclaimed service is currently being reviewed with a view to development and expansion.

The result of the work performed over the last year is the creation of a far more effective partnership working environment. This will pay dividends over the coming reporting period and provide a much improved service to the community. I continue to support the work delivered as part of the Crisis Care Concordat of which Leicestershire was one of the first areas to submit an action plan. Looking forward to the next year of reporting, Leicestershire is in a strong position for delivery of my Police and Crime Plan priority and support partners in the delivery of the Crisis Care Concordat.

### **Strategic Priority 17: To reduce the number of repeat missing person reports**

#### **Measures:**

- **Reduction in number of missing person reports**
- **Reduction in reports received from the nine key locations**

In support of this priority, greater collaborative working among partner agencies has been developed and significant insight gathered. As a result, social workers have now been co-located with officers and staff working in the "missing" and CSE teams to improve the safeguarding approaches. Moreover, the Leicestershire Children's Safeguarding Board has

agreed to recruit a Returns Interview Co-ordinator, after a successful bid to my funds to finance the post, which will help develop a greater understanding of why people repeatedly go missing.

Problem profiles now exist for the most prevalent repeat missing persons and these names are now discussed at regular multi-agency meetings to identify the issues and reduce the reports even further.

Overall, the numbers of missing persons reports have continued to decrease over the last year.

## **THEME: THE FINANCIAL CHALLENGE**

**Strategic Priority 18: With staff and partners, transform the way we protect our communities and deliver over £20m in revenue savings by 2016/17**

### **Measures:**

- **A vision for Leicestershire Police that is radical, challenging and will deliver the policing priorities set out in the Police and Crime Plan within the resources available**
- **Evidence-based business cases for change, developed from and based on current project mandates and options under consideration**
- **Implementation of options approved through the Leicestershire Police Change Board**

Savings for the financial year 2015/2016 have largely been delivered through the implementation of the new policing model (Project Edison) which was implemented in February 2015, alongside continuing efforts to deliver as many non-staff efficiency savings as possible.

The new policing model consisted of an end-to-end review of frontline processes and how work flows through the organisation. Leicestershire Police completely reviewed its policing requirements for the communities we serve and looked at how it could better meet needs. These included protecting and enhancing local delivery of neighbourhood policing, within reducing budgets. The savings from this new policing model will amount to £10.2 million each year.

### **Section 3: Reports from the Community Safety Partnerships**

## **Blaby and Hinckley & Bosworth**

### ***From Councillor David Bill MBE and Councillor Anthony Greenwood MBE, Joint Chairs, Blaby and Hinckley & Bosworth CSP (2014/15)***

The Hinckley and Bosworth and Blaby Community Safety Partnership is a group of agencies and partners who work together to tackle those issues of crime and disorder of most concern to our borough and district.

During the year we have worked hard together to ensure communities are safer by tackling crimes such as burglary and vehicle crime, by communicating crime prevention messages and using enforcement. Targeted campaigns have been delivered to tackle any seasonal increases in crime and disorder and to ensure that people are aware of how to report issues and access support when needed.

The partnership has provided support for victims. This includes outreach support for more than 400 victims of domestic abuse (including 27 male victims), delivery of therapeutic work with 97 children who have witnessed domestic abuse and five group work sessions throughout the year aimed at ending the cycle of domestic abuse. We have delivered a home security scheme which has seen 111 properties made safer for people who were vulnerable to crime or were at risk of harm.

The partnership has also worked hard to prevent and divert young people from offending. We have delivered prevention and awareness work to over 2,200 young people with sessions on subjects such as sexual health, antisocial behaviour, cyber bullying, drugs and alcohol, helping them to make informed decisions and understand the consequences of their actions. The partnership has also provided activities and coaching for young people to divert them away from offending.

ASB has continued to be a priority for us. We continue to develop good practise in dealing with ASB. Unique partnership arrangements via the Endeavour Team and safer streets campaigns in both areas have ensured we are working directly with our communities to tackle ASB issues.

These are just some of the initiatives the partnership has delivered this year which have contributed to the PCC's strategic priorities and we will continue to deliver work that positively contributes to these priorities over the coming year.

## **Charnwood**

***From Councillor Jenny Bokor, Chair, Charnwood CSP (2014/15)***

Charnwood's Community Safety Partnership 2014/15 Plan was informed by the findings of a strategic assessment, which took account of national, regional and local priorities, including those outlined within the Police and Crime Plan.

The three broad themes of crime, ASB and community confidence were supported by the following priorities:

1. Reduce burglary, vehicle crime and business crime
2. Reduce violent offences
3. Provide services and support for domestic abuse victims and their families
4. Reduce the incidences and consequences of fire
5. Reduce cycle theft
6. Reduce ASB
7. Increase ASB satisfaction
8. Support high risk and repeat victims of ASB
9. Increase reporting of hate related ASB
10. Improve response to victims and perpetrators of ASB who are experiencing mental health issues
11. Reduce the level of fear and crime and ASB
12. Reduce road traffic collisions

Throughout the year, we have worked collaboratively to reduce all types of crime. Although domestic burglary and vehicle crime remain a major challenge for the partnership, significant reductions have been achieved in the areas of commercial burglary (down by 19.6%), violence against the person with injury (down by 21.8%) and cycle theft (down by 27.3%).

Over the last six months, the partnership has introduced and is piloting a multi-agency antisocial behaviour hub. This aims to enhance multi-agency working by improving the inter-professional relationships that remain critical to the success of managing ASB within the borough. It has also delivered Hate Incident Awareness Training to more than 50 frontline staff. I believe that the actions we have taken are already contributing to higher satisfaction within communities.

## Harborough

### *From Councillor Bill Liquorish JP CC, Chair, Harborough CSP (2014/15)*

Harborough District Community Safety Partnership has supported a number of PCC objectives in 2014/15. This includes:

#### **1. Preventing and diverting young people from offending**

OPCC funding has allowed us to take youth workers out to our villages during February and October half terms to provide diversionary activities and engagement work in previous ASB hotspots.

#### **2. To increase reporting of domestic abuse and ensure a positive outcome for victims and witnesses of domestic abuse**

Funding provided additional local outreach workers for domestic abuse across Harborough and Melton's JADA workers (Journey Away From Domestic Abuse). Funding was also used to provide target hardening for domestic abuse victims such as door and window locks.

#### **3. To increase reporting of hate crimes and ensure a positive outcome for victims and witnesses of hate crime offences**

Participation in county and local awareness campaigns has meant that in the 12 months to September 2014, Harborough district saw an increase in the reporting of hate incidents and offences, rising from 39 to 47 reports.

#### **4. To reduce domestic burglary and ensure a positive outcome for victims of burglary offences**

Using OPCC funding we provided a target hardening service for victims of burglary and vulnerable people, in particular focusing on those that may be victims of distraction burglary.

## **Leicester City**

***From Councillor Sarah Russell, former Chair, Safer Leicester Partnership (2014/15)***

The vision of the Safer Leicester Partnership (SLP) is:

*To ensure that all citizens of Leicester and visitors to the city feel safe within their communities and benefit from an improved quality of life and wellbeing as a result of partnership action to reduce crime and substance misuse.*

The SLP focuses on a number of areas such as the reduction in ASB, overall crime, alcohol harm, domestic and sexual violence, repeat offending and the improvement in safeguarding.

During the period 2014/15 we have seen many successes in performance. These have been attributed to the roll out of a number of multi-agency initiatives to reduce the levels of crime and ASB within the city. We have continued to see positive results for victims of Domestic Violence and abuse as a result of commissioning an integrated support service, focused on both victims and perpetrators of Domestic Violence. We continue to learn and embed findings from our Domestic Homicide Reviews.

We have made use of the new ASB legislation and introduced a citywide Public Spaces Protection Order (PSPO) to deal with street drinking and ASB; this work has been bolstered by a dedicated Alcohol Outreach Worker post. Further to this, our substance misuse work (both alcohol and drug) have seen positive effects in terms of hospital admissions and completions on programmes.

We continue to work collectively to deal with crime and ASB within geographic locations by understanding the role individual partners can play in dealing with the issues raised. This includes initiatives such as Operation Ingenious Outbreak.

We have identified crime patterns related to specific times of the year that coincide with key events and as a result also identified a range of initiatives through the “Celebrate Safely” campaign.

The SLP works to its strength; which is the positive engagement and contribution made by a range of partners in a multi-agency setting.

## **Melton**

***From Councillor Malise Graham MBE, Chair, Safer Melton Partnership (2014/15)***

The Safer Melton Partnership is a strong, positive and vibrant partnership that involves a number of agencies working together to make our borough a safer place for all our residents to live. We have worked hard over the last 12 months to help reduce crime and support victims of crime through our 'Communities against Crime Project', funded by the Police and Crime Commissioner.

We have made significant improvements in reducing ASB and giving burglary dwelling victims more support and advice. For 2015/16 the Safer Melton Partnership will focus on crime prevention in our rural communities and use existing agency resources to fund activities that are priorities of the Police and Crime Commissioner and the Safer Melton Partnership, such as reducing re-offending and burglaries in our borough.

As Chairman of the Safer Melton Partnership my aim over the next year is to develop even further the great partnership working that exists in Melton and support the Police with the changes they are making to policing in our community."

## **North West Leicestershire**

***From Councillor Trevor Pendleton, Chair, Safer North West Partnership (2014/15)***

The Safer North West Partnership has worked hard over the past two and a half years to build a strong working relationship with Sir Clive Loader and his office. This has enabled us to work together to drive down crime and ASB in North West Leicestershire. Our partnership has addressed a number of local issues during 2014/15 which have contributed to the achievement of the Police and Crime Commissioner's strategic priorities.

Over the past year we have worked to reduce violent crime, with a particular focus on the night time economy over the World Cup and Christmas periods when there was an increased footfall in our vibrant town centres. Partners worked with local businesses to give out safety messages and advice, with additional first aid support being provided at key



times to assist the Police and street pastors. Body-worn cameras (right: worn by an officer) for door staff were also purchased and introduced in December 2014.

This partnership work resulted in a 16% reduction in violent crime over the four weeks of the World Cup and a huge reduction of over 75% in violent crime in Ashby in the three months since introduction of the cameras. Partnership work at the Download Festival (pictured below) in 2014 also resulted in a huge reduction in crime at the event compared to 2013,



with a reduction in reported crime of almost 70% (an average of 1.7 crimes per 1,000 attendees in 2014, down from 3.3 crimes per 1,000 attendees in 2013).

The Safer North West Partnership has also provided early intervention work with young people to raise awareness of healthy relationships

and provide diversionary activities. We have commissioned drama productions focusing on abuse, CSE and internet safety as well as targeted work for child witnesses of domestic abuse. This work has been well received by communities and has helped to improve confidence.

We are confident that by working together with the Police and Crime Commissioner and other partners we can make North West Leicestershire an even safer place for residents, communities, businesses and visitors.

## **Oadby & Wigston**

***From Councillor Kevin Loydall, Chair, Oadby and Wigston Community Safety Partnership (2014/15)***

Oadby & Wigston Community Safety Partnership would like to recognise the progress of the four priorities and the achievements of the Police and Crime objectives. Our work as a partnership has supported these during 2014 and into 2015.

With passion and our dedication to strong partnership working we have proactively identified those most at risk, by working closely with social landlords, our policing partners and support groups, and by providing appropriate ongoing support.

Our policing partners carried out a range of themes which have helped to achieve a reduction in burglary, violent crime, Domestic Violence and repeat victimisation and motor vehicle crime. We have supported victims of Domestic Violence by working with the Police, providers of social housing and Women's Aid Leicestershire Ltd which has led to an increase in self-referrals to support service by 47% and an increase of 100% in satisfaction by service users.

As part of the victim's charter our policing partners have kept victims informed of the progress of crime complaints which has increased confidence in reporting which has seen satisfaction levels rise to 83.8%. We are also working proactively on a variety of initiatives aimed at supporting, educating and diverting those most at risk with jointly-funded OWBC, OPCC and National Lottery projects which have inspired and reinvigorated communities in our borough. We have also implemented a responsive target hardening scheme jointly funded by OWBC and the OPCC which works to bring additional repeat victimisation reduction themes to support victims of Domestic Violence.

As Chair of the Oadby and Wigston Community Safety Partnership I am proud of the proactive, passionate and dedicated work of all partners supporting delivery of Sir Clive's plan and other initiatives aimed at reducing crime and ASB. I would like to pass on the thanks of all partners involved in my community safety partnership to the PCC for his support during 2014 and into 2015.

## **Rutland**

### ***From Councillor Roger Begy, Chair, Safer Rutland Partnership (2014/15)***

The Safer Rutland Partnership fully supports the strategic priorities of the Police and Crime Commissioner and we are working with a variety of organisations to make sure that these priorities are reached, to make Rutland a safe place to live, work and visit.

I am pleased to say that, once again, crime levels in Rutland have fallen. During the past 12 months crime has seen a reduction by just over 15%. Since the last review, crime and ASB

levels have continued to fall and there are now 185 fewer victims of crime than there were in 2013/14.

This demonstrates the continued success of the partnership, who how we have worked tirelessly to keep our community safe by developing initiatives to help reduce the number of young people entering the criminal justice system, to reduce ASB, prevent domestic abuse and raise awareness about the harm of drugs and alcohol.

The priorities set within this plan have the full support of the Safer Rutland Partnership and are core to the desires and achievements in supporting the local community and to make sure Rutland remains one of the safest places to live.

## **Section 4: Lubbesthorpe housing development Judicial Review**

During 2013/14 the Chief Constable and I sought a Judicial Review over a decision relating to the additional policing costs associated with a proposed new housing development in Lubbethorpe. The Judicial Review judgement, received during the last year, upheld the original decision by Blaby District Council and costs were incurred by the Force as a result.

In recognition of the pressure that the Judicial Review had put on key partner relationships, considerable effort has been made since then both by myself and the Chief Constable, and our senior staff, to strengthen relationships by undertaking a range of actions which have included:

- Meetings between local authority leaders, Chief Executives, the Chief Constable and myself. The aim of these meetings was to see how my office, the Force and partners could work more effectively together in the future.
- Meetings with other key partners, including CSP chairs. The Chief Constable and I met the Chair of each Community Safety Partnership within Leicester, Leicestershire and Rutland, to discuss opportunities to work together in delivering the priorities within the Police and Crime Plan.
- Senior executives from both the Force and my office worked directly with Blaby District Council to seek a positive way forward, including senior Force representation on the Lubbethorpe Strategic Board.
- Proactive working with partners to review meeting structures and engagement activities already in place to enhance and ensure the most effective arrangements were in place to deliver the important partnership agendas.
- Ensuring the partnership landscape was mapped, analysed and taken account of within the ongoing Force Change Programme.
- I appointed a Policy Advisor to support me on work within the Criminal Justice environment including a focus on partnerships with key agencies.
- A review and reconfiguration of my office's staffing structure was carried out to build in much needed resilience in the planning (i.e. housing developments), performance and commissioning thematic areas of responsibility.
- I established a Strategic Partnership Development Fund (to be utilised during 2015/16 and 2016/17) that would further incentivise and develop partnership working through £2 million of targeted investment.

## Glossary of terms

ACC	Assistant Chief Constable
ANPR	Automatic Number Plate Recognition
ASB	Anti-Social Behaviour
CSE	Child Sexual Exploitation
CSP	Community Safety Partnership
DASH	Domestic Abuse Stalking and Harassment
DLNR CRC	The Derbyshire, Leicestershire, Nottinghamshire and Rutland Community Rehabilitation Company
DMM	Daily Management Meeting
DVPN	Domestic Violence Prevention Notice
DVPO	Domestic Violence Protection Order
EMPCCB	East Midlands Police and Crime Commissioners Board
EMSOU	East Midlands Specialist Operations Unit
FMPO	Forced Marriage Protection Order
FTE	First Time Entrant
HMIC	Her Majesty's Inspectorate of Constabulary
ICV	Independent Custody Visitor
IOM	Integrated Offender Management
MAPPA	Multi-Agency Public Protection Arrangements
MAPPOM	Multi-Agency Prolific and Priority Offender Management
NDTMS	National Drug Treatment Monitoring System
NPCC	National Police Chief's Council
NPS	New Psychoactive Substances
PCC	Police and Crime Commissioner
PCP	Police and Crime Panel
PCSO	Police Community Support Officers
PHE	Public Health England
PND	Penalty Notice Disorder
POLIT	Paedophile Online Investigation Team
RTC	Randomised Control Trials
SARC	Sexual Assault Referral Centre
SPR:	Strategic Policing Requirement
YAP!	Young Adults Project!
YOS:	Youth Offending Service

## POLICE AND CRIME PLAN - DATA

			Baseline 2012/13	2013/14	2014/15	Prediction for Mar'17
1	Preventing and diverting young people from offending	Reduction in the number of 10-17 year olds entering the criminal justice system for the first time and receiving community resolutions, youth cautions and youth conditional cautions	667	481	515	
2	Reducing reoffending amongst young people and adults	Reduction in offending by IOM cohort of 18-24 year olds	407	141	133	
		Reduction in re-offending by IOM cohort of 18-24 year olds	372			
3	Reducing alcohol and drug related offending and reoffending	Reduction in reoffending rates amongst those offenders entering a criminal justice drugs treatment programme		673	332	
4	Reducing crime and Anti-social behaviour (ASB) caused by families in a Troubled/Supported families programme	NO CONSISTENT METRICS ACROSS COUNCIL AREAS				
5	To increase reporting of Domestic Violence with Injury and ensure a positive outcomes for victims and witnesses	Satisfaction with Service		86.0%		
6	To increase reporting of serious sexual offences and ensure a positive outcome for victims and witnesses	Satisfaction with Service				
7	To improve outcomes for victims of Hate crimes	Satisfaction with Service	84.2%	83.7%	82.8%	
		Position in MSG (Proxy - Racist Hate Crime)	2nd	2nd	3rd	

8	To improve outcomes for victims of ASB	Satisfaction with Service	82.9%	79.2%	79.1%	
9	To continually improve the quality of service and response to victims of crime	Satisfaction with Service	84.5%	85.8%	81.8%	
		Position in MSG	5th	5th	7th	
10	To continually improve outcomes the police services to the communities of Leicester, Leicestershire and Rutland.	Confidence that Police are doing a good job	75.3%	79.5%	84.6%	
		Position in MSG	3rd	4th	4th	
11	To reduce all crime	Number of offences	58,805	60,834	59,220	
		Position in MSG		6th	4th	
12	To reduce Domestic Burglary	Number of offences	3,935	4,199	4,050	
		Position in MSG		6th	7th	
		Satisfaction with Service	89.7%	89.1%	88.2%	
		Position in MSG	5th	7th	8th	
13	To reduce Violence Against the Person - with Injury	Number of offences	4,365	5,052	4,884	
		Position in MSG		3rd	1st	
		Satisfaction with Service	78.1%	78.1%	73.3%	
		Position in MSG (Proxy - all Violent Crime)	5th	3rd	6th	
14A	To reduce Theft from Motor Vehicles	Number of offences	5,236	5,396	5,767	
		Position in MSG		7th	8th	
		Satisfaction with Service	85.9%	87.2%	80.1%	
		Position in MSG (Proxy - all Vehicle Crime)	4th	4th	6th	
14B	To reduce Theft of Motor Vehicles	Number of offences	1,051	1,114	1,347	
		Position in MSG		4th	5th	
		Satisfaction with Service	75.5%	82.8%	78.2%	
		Position in MSG (Proxy - all Vehicle Crime)	4th	4th	6th	

15	To prevent child abuse and child sexual exploitation (CSE) and provide a safe and supportive environment for victims and witnesses.	NO METRICS			
16	Improving the response, service and outcomes for those with mental health need	NO METRICS			
17	To reduce the number of repeat missing person reports	No.of missing reports (STORM)	5929	3438	4249
		No.of missing reports (COMPACT)	5417	2577	2388
		Reports received from nine key locations	1162	<400	306
		No.of absent reports (STORM)		325	405

KEY

**Position compared with Most Similar Grouping (MSG)**

Statistically better performance than MSG peers



Performance in line with peers



Statistically worse performance than MSG peers



**Prediction for March 2017**

Projecting statistically significant improvements



Projecting no statistically significant change



Projecting statistically significant deteriorations

