

# POLICE & CRIME COMMISSIONER FOR LEICESTERSHIRE POLICE AND CRIME PANEL

Report of	<b>POLICE AND CRIME COMMISSIONER</b>
Date	<b>TUESDAY 22<sup>nd</sup> March 2016</b>
Subject	<b>QUARTER 3 2015/16 – PERFORMANCE REPORT</b>
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## **Purpose of Report**

1. The purpose of this report is to inform the Police and Crime Panel ('the Panel') on performance towards achieving the objectives in the Police and Crime Plan ('the Plan').

## **Recommendations**

2. That the Panel note the contents of the report.

## **Background**

3. The Police and Crime Plan performance is assessed on a quarterly basis to provide a view of performance towards achieving the objectives within the Police and Crime Plan.
4. In line with the partnership approach for the Plan, data provided by partners is supplied to relevant management boards before going to the OPCC for inclusion in the dashboard. Therefore data which has not been received at the time of the report will not appear in the dashboard.
5. In the last report to this Panel the Police and Crime Commissioner (PCC) advised that the performance management capability was being developed so that social return on investment (SROI) analysis is completed and reported on from within the OPCC.
6. The first two SROI analyses will look at the work of the Youth Commission and also the work of the Vulnerability Initiative (specifically the Assertive Vulnerability Response team) commissioned through the Leicester, Leicestershire and Rutland Strategic Partnership Board. Initial stakeholder engagement work has taken place as part of the Youth Commission SROI work and a theory of change (TOC) model has been developed alongside the Mental Health Partnership Development Manager for the Assertive Vulnerability response team, one of the projects which form the Integrated Vulnerability Management Initiative. Work will continue on these initiatives and the Panel will be updated in due course.

## **Executive Summary**

7. The PCC attends or is represented on a range of strategic and operational groups through the Force's governance structures, which enables the provision of scrutiny, support and challenge to the Force, in line with the strategic objectives of the Police and Crime Plan and delivery of an efficient and effective police service.
8. The PCC holds regular 1:1s with the Chief Constable, and the PCC and OPCC work closely with the Chief Officer Team and senior managers across the Force. The information below provides an overview of the work being undertaken by the PCC, OPCC and the Force in line with making sure the Force is performing effectively, efficiently, providing value for money and delivering outcomes in line with the Police and Crime Plan.
9. The previous report to the Police and Crime Panel regarding Force performance highlighted some context including population and vehicle growth over the recent past, fast paced change and cross force collaboration, alongside the implementation of NICHE (the new regional Crime, Custody, Intelligence and Case Management System), the Edison restructure and the force's Blueprint 2020 programme and also the three force Strategic Alliance developments.
10. The HM Treasury's Comprehensive Spending Review (CSR) has determined that overall Police Budgets will not be reduced in real terms if precepts are increased over the 5 year period to 2020. A detailed update on the Precept and the Medium Term Financial Plan was provided to the Panel in February 2016.
11. Leicestershire Police launched Blueprint 2020 in anticipation of the CSR, and this work continues alongside the final business case for a Strategic Alliance with Northamptonshire and Nottinghamshire Police Forces, as a programme of work to ensure that an effective and efficient policing service is delivered using the financial settlement available.
12. Commissioned services provides additional support to meet needs across Leicester, Leicestershire and Rutland (LLR) in relation to the Police and Crime Plan and so the performance of these services helps build the picture of the overall effectiveness of Leicestershire Police and its relationships with partner agencies. Monitoring from these services is included below under "Performance updates" and a separate report on Victim First is also tabled on the agenda today.
13. An Outcomes Framework has also been developed this year which will, over time, allow improved performance data to be provided for commissioned work. This will include the implementation of an independent survey for service users of Victim First.
14. The PCC and OPCC have worked with regional Police colleagues to develop oversight of the performance and progress of collaborative services across the region. The first report was presented to the East Midlands Police and Crime Commissioners Board in February 2016. Whilst neither the papers nor the minutes are publicly distributed, the work being progressed will enable each PCC to assess the effectiveness and performance of the contribution of regional collaborations to delivering the Police and Crime plan locally.
15. The PCC is working with partners across Leicester, Leicestershire and Rutland (LLR) through the Strategic Partnership Board (SPB) to ensure that there is an effective and

efficient criminal justice system and an effective and collaborative partnership response to crime and antisocial behaviour across LLR. The partnership have agreed funding through the Strategic Partnership Development Fund (SPDF) for three major projects, which are a programme of work to tackle Child Sexual Abuse and Exploitation (CSA/E) under the CEASE (Commitment to Eradicate Abuse and Sexual Exploitation) campaign. The other projects are the Braunstone Blues project, which focuses on Integrated Place Management, and the Vulnerability Initiative, which focuses on Integrated Vulnerability Management. Work is also underway in the OPCC and with the key partners to develop a performance framework to capture this work and the effect of the partnership in delivering community safety.

16. Since the last performance report was presented to the Panel Her Majesty's Inspectorate of Constabulary (HMIC) have published a number of reports in relation to their Inspections of Leicestershire Police, including the yearly inspections into Police Effectiveness, Efficiency and Legitimacy (PEEL).
17. The judgments made by HMIC have been very positive overall, with Leicestershire Police receiving judgments of "Good" in all PEEL categories for the second year in succession, and the Police and Crime Commissioner has recognised the Force's achievements in this regard and placed on record his gratitude to all staff. Whilst HMIC do not inspect the PCC, OPCC, or partners, it is clear through the reports that the work of partners and the strong partnership relationships across LLR play a significant part in the effectiveness and efficiency and legitimacy achieved as judged by HMIC.
18. The HMIC reports, including areas of focus for improvement to move from Good to Outstanding, will be discussed in further detail in a separate section of this document.
19. The PCC has, over the last two quarters since the last performance report, has sought clarity from the force on several performance areas around performance against the Police and Crime Plan and delivery of an effective and efficient Police Service. These include (but are not limited to) operation of the new policing model, Contact Management Department performance, response performance, crime recording, operation of the NICHE system and subsequent impact on recorded crime levels, dealing with vulnerability, all user satisfaction levels, handling of complaints and misconduct, and Information Management processes. The outcomes of some of these discussions are highlighted below.
20. The good work of the Force in developing their own performance frameworks and governance to enable a rounded assessment of performance and provide information around all areas of performance is recognised.
21. The Force, through the Performance Delivery Group (PDG), regularly assesses their performance in relation to operation of the operating model and using their resource to meet their demand. The revised model, as previously reported to the Panel, is in the main operating well, and where issues are identified, as previously with delays within the Investigation Management Unit, action is quickly taken to resolve matters.
22. Call Handling for Emergency and Non-Emergency calls is also regularly assessed; recent increases in demand have seen a spike in abandonment of Non-emergency calls, and the Force have identified this and put in place a number of actions to resolve matters.
23. Emergency and priority response times have increased since October but the Force have demonstrated that these are in line with the expected bounds which have

stabilised at one deviation above the mean. The OPCC continue to monitor this with the Force.

24. There will be within the next year an unannounced inspection by HMIC in relation to Crime Data Integrity. Whilst there are currently some issues, as detailed below, the Force is regularly auditing themselves, with levels being shared through the PDG. The most recent audits indicate an increasing level of compliance, which should result in a "Good" grading from HMIC. The PCC has regularly sought and received updates from the Chief Constable in the Strategic Assurance Board meetings.
25. There have been issues identified alongside the implementation of NICHE which have impacted on the accuracy of crime recording within the Force which they have identified, and provided the update in the following paragraphs.
26. The NICHE crime recording system offers a platform for detailed crime recording on a consistent basis across the Force and East Midlands region. However, as with the introduction of any new system implementation can be a complex and challenging situation. Whilst Niche is operating to the required standard, previously established working processes have required monitoring and in some cases changing. In many cases, these processes could not have been changed without testing operationally. The Force had convened a strategic and a tactical group to monitor the ongoing situation, rectify problems and seek to fully embed Niche and the new processes. This had stopped briefly, but due to the requirement for further support work to address recently discovered issues with NICHE, some of which are highlighted in this document, the Force is taking steps to re-establish this group.
27. The work already delivered includes additional training, continuous improvement and working with staff across the force to understand the issues noted above. The most recent work has concentrated on data accuracy which has been included in the current development plans. The development plans are scrutinised by chief officers, and resources have been allocated accordingly. This will continue.
28. Recently, analytical work has identified some potential issues relating to the recording of certain crime categories that may mean that there has been a degree of under-recording of crimes, which further review by the Force has already highlighted is lower than previously anticipated. In essence this relates to the apparent recording of multiple victims of crimes that in accordance with the National Crime Recording Standards (NCRS) should have one victim per crime.
29. This may have an impact on levels and identification of crimes of violence, domestic violence, and also hate crime, issues which are touched on in the strategic priority reports below, although the Force are progressing this work..
30. The outcomes of the relevant audits are provided to the PCC and OPCC and discussed through the Strategic Assurance Board, Performance Development Group and "Get it Right First Time" meetings. The Force has identified the issues in relation to this and regular updates are provided through the meeting structure as detailed above.
31. There is nothing in the initial identification work that would suggest that the crimes have not been investigated, or that the victims have not received appropriate response from the Police, solely that the recording of the crimes on the NICHE system may not be in accordance with the NCRS.

32. In relation to Vulnerability, there have been a number of recommendations highlighted by HMIC, which will be detailed later in this document. The Force has been asked to respond to the HMIC report through the SAB in March 2016.
33. User satisfaction remains an area of concern for the PCC. There have been decreases seen in many categories, and a Gold group has been set up to address this, and whilst the decline in satisfaction for vehicle crime has been assessed and is understood by Leicestershire Police, the PCC has requested that this group identify the possible explanations and determine actions to deal with declines in satisfaction in categories of Violence, Hate Crime and Incidents and Antisocial Behaviour.
34. The Independent Police Complaints Commission (IPCC) published a report on complaints against the Police Service in which information was represented which showed a substantial increase in complaints (25%) against Leicestershire Police employees between 2014/15 and 2013/14. The PCC asked the Force for a response to be discussed at the Strategic Assurance Board (SAB) on the 30<sup>th</sup> October 2015. A paper was presented at that SAB and resolutions were made to have a bi annual update on progress against agreed recommendations to improve the service for dealing with complaints through the Professional Standards Department. The work to address the issues highlighted has already begun. Investigations into complaints and misconduct investigations were also highlighted by HMIC in their Police Legitimacy Inspection, which will be discussed later in this document.
35. The force is responding to reports by the Information Commissioner's Office (ICO) and Her Majesty's Inspectorate of Constabulary (HMIC). The ICO has commented favourably on the work of the Force and there are a number of key projects being set up. The OPCC has met with the Force Information Manager and also the Force Risk and Business Continuity Advisor to discuss specifically the risks posed around Information Management and to keep track of progress in line with the recommendation from the Information Commissioner's Office and the HMIC reports (below). The Force provided an update on progress in preparation at the Joint Audit, Risk and Assurance Panel (JARAP) in Dec 2015.
36. The Chief Constable presented a paper to the Strategic Partnership Board, chaired by the Police and Crime Commissioner, on the 29<sup>th</sup> October 2015 which discussed CONTEST, the government's Counter Terrorism Strategy, and the PREVENT strand which forms part of that strategy. Counter Terrorism and Domestic Extremism is one of the three priorities of the Strategic Partnership Board. The Police and Crime Commissioner will request regular and formal updates around CONTEST/PREVENT from the Chief Constable, partners and regional and national colleagues to provide assurance around the understanding of threat harm and risk of and response to threats from terrorism and domestic extremism.
37. Recorded Crime levels are discussed monthly through the PDG, which is attended by the Performance Officer and often, also by the PCC. There is more detail under each strategic priority below; Vehicle crime, whilst stable and within expected bounds this year remains high over the long term, and recorded volumes of Domestic Violence with injury and Hate Crime are lower than anticipated. Burglary Dwelling is seeing a seasonal spike, and this is being closely monitored.

**Her Majesty's Inspectorate of Constabulary (HMIC) Police Effectiveness, Efficiency and Legitimacy (PEEL) Inspections and other HMIC Inspections and associated publications**

38. Her Majesty's Inspectorate of Constabulary (HMIC) has completed its inspection of Leicestershire Police related to the Police Efficiency, Effectiveness and Legitimacy Inspection (PEEL) programme, which also included an assessment and judgment on the Leadership of the Force. Leicestershire Police were judged to be "Good" across the Effectiveness, Efficiency and Legitimacy inspections, and judged to be "a well-led Force" through the Leadership inspection.
39. The force will be providing the PCC with a detailed update at the next Strategic Assurance Board in April 2016, although this report highlights some areas, these will be scrutinised in full at that meeting.
40. In line with the "Good" judgments, there were extensive examples of good work and best practice highlighted, for which the PCC has formally thanked and congratulated the Force.
41. There were also some areas for improvement, including one question graded as "requires improvement", which the Force is responding to through the SAB. Responses to all of these areas are planned by the Force with the aim of going from "Good" judgments to "Outstanding" in future PEEL inspections. Some of these will be highlighted in the paragraphs below.
42. Effectiveness: Leicestershire Police were given a "Good" grading overall in relation to the effectiveness pillar question "how effective is the force at keeping people safe and reducing crime?" and also received three "Good" gradings and one "Requires improvement" grading for the four questions which make up the pillar. The "Good" grading was received for "how effective is the force at preventing crime and antisocial behaviour and keeping people safe?", "how effective is the force at investigating crime and managing offenders", and "how effective is the force at tackling serious and organised crime, including its arrangements for fulfilling its national policing responsibilities?". The question which was graded as "Requires Improvement" was "how effective is the force at protecting from harm those that are vulnerable, and supporting victims?"
43. Effectiveness: HMIC found that Leicestershire Police are good at preventing crime, antisocial behaviour and keeping people safe, with the reduction of crime and ASB explicit priorities and routinely translated into operational policing activity. HMIC Zoe Billingham advised that she was very pleased with the performance of Leics Police in keeping people safe & reducing harm and commended the force for its strong focus on preventing crime and anti social behaviour from happening in the first place saying the force is judged to be good in this vitally important area of policing. They also found that the force has a "top-to-bottom" commitment to maximise the benefits of joint working, and shares information effectively with partners, making best use of joint resources. Neighbourhood Policing remains the lynchpin of the force's revised operating model, and these teams work effectively with community safety partnerships. The force is also making progress in the use of "evidence based policing".
44. Effectiveness: HMIC found that the force's capability to investigate crime and manage offenders is good. The general standard of investigation is good, and supervision is thorough, especially in relation to specialist units where detectives are highly skilled, experienced and well-motivated. However, there is still room for improvement, with delays in allocating crime for investigation and keeping victims up to date. Partnership

working ensures that the force's management of registered sex offenders and other dangerous individuals is effective, and there is a firm focus on understanding and preventing offending, with diversion from the criminal justice system also in place where appropriate. Two areas for improvement listed are victim satisfaction (which is covered in this document) and arrangements for tracing wanted suspects.

45. Effectiveness: HMIC found that Leicestershire Police generally provides a good service in identifying vulnerable people and responds well to them, and works well to provide effective joined up services with partner organisations, with some excellent examples of innovative joint projects to support vulnerable victims. However, there are several areas where improvement is needed to ensure a consistent service and vulnerable people are properly protected, particularly victims of domestic abuse, and investigating online child sexual exploitation. The force needs to improve its process for allocating investigations including on occasions those involving vulnerable victims, to ensure that investigative opportunities, and importantly, opportunities to protect victims are not lost, putting at risk both the safety of the victim and the ability to bring the offender to justice.
46. Effectiveness: HMIC found that the force is strongly committed to improving its services to protect vulnerable people but needs to review its understanding of the scale and nature of crimes against vulnerable people so that it can be sure that the services it has designed and implemented with partner agencies best meet their needs. The force's management of missing children and services to the highest risk victims of domestic abuse have improved, however the lack of capacity in the unit dealing with online CSE is undermining its effectiveness.
47. Effectiveness: HMIC found that Leicestershire Police has a good understanding of the threat and risk posed by serious and organised crime. There is evidence of effective joint working with other law enforcement agencies, and the co-ordination and prioritisation of activity is effective. The force also has the necessary arrangements in place to fulfil its national commitments under the Strategic Policing Requirement.
48. Efficiency: Leicestershire Police were given a good grading overall in relation to the pillar question "how efficient is the force at keeping people safe and reducing crime?" and also received good ratings for all three questions which make up the efficiency pillar; "how well does the force use its resources to meet its demand?", "how sustainable and affordable is the workforce model?" and "how sustainable is the Force's financial position over the short and long term?".
49. Efficiency: Through the PEEL Efficiency inspection the published report highlighted a number of areas of improvement which could take Leicestershire Police from good to outstanding. These areas included some areas of operation of the new Police Operating Model (post project Edison), consultation with partners and the public around changes to operational services, victim satisfaction, and public engagement through social media. The PCC will ask the Force to evidence progress against these areas highlighted through the Force Performance Delivery Group (PDG) and the Strategic Assurance Board (SAB).
50. Efficiency: HMIC have also published their Value for Money profiles (VFM) for all police forces nationally. Leicestershire Police are near the national averages for Police Officer numbers and costs, although cost per Police Officer is substantially less than the most similar group (MSG) of forces. The percentage of spend on frontline support and non-visible operational frontline is high nationally and amongst the MSG, although it is unclear if regional collaborations have an impact on this. Premises related expenses are noticeably lower than MSG and national levels, whilst Police and

Crime Commissioner commissioning costs are higher.

51. Legitimacy: The overall judgment for Leicestershire Police was “Good”. HMIC stated that the chief officer team (COT) were fully committed to the need for an ethical and inclusive workforce; there were appropriate arrangements in place to support the wellbeing of officers and staff, a good understanding by local teams of their neighbourhoods and positive engagement with the public. HMIC also stated that Taser is used fairly and appropriately by well-trained officers. The three questions were examined by HMIC to reach an overall judgment were “to what extent does practice and behaviour reinforce the wellbeing of staff and an ethical culture (Good)”, “how well does the force understand, engage with and treat fairly the people it serves to maintain and improve its legitimacy? (Good)” and “to what extent are decisions taken on the use of stop and search and Taser fair and appropriate (Requires Improvement)”.
52. Legitimacy: Highlighted by HMIC in the general summary were that the force had a well-established set of values that promote ethical behaviour, championed by the COT, there was a positive approach to the Code of Ethics and appropriate information available to the workforce, there were a number of wellbeing initiatives to support officers and staff, who were positive about the provision of these initiatives, the Professional Standards Department (PSD) carried out assessment of all complaints and internal misconduct allegations, which produced consistency and fairness in decision making for officer and staff cases (although there are some issues with timeliness highlighted).
53. Legitimacy: HMIC found a number of examples where neighbourhood teams engage well with their communities, attending local community events, speaking to the public, making crime prevention literature and equipment available and providing general advice. There were a range of communication channels used; including social media, press releases, consultation exercises and the force has a good understanding of the needs and concerns of the public.
54. Legitimacy: The Force is not complying with the Best Use of Stop and Search scheme, in particular not recording whether or not the outcome of the search relates to the item searched for, not publishing all the information required (around Stop and Search), and although monitoring the impact of Stop and Search on Black, Asian and Minority Ethnic (BAME) people, not monitoring the impact on young people.
55. Following the HMIC reports on Child Sexual Exploitation (CSE) -”In Harm’s Way” and “Online and On the Edge” – which focus on online aspects of CSE, the PCC has posed a number of questions to the Force in relation to the reports and their response was discussed at the September 2015 Strategic Assurance Board. The Force responded in full to all the questions asked through a written report to the Strategic Assurance Board on the 29<sup>th</sup> September 2015, and identified the key issues as being the delays through the High Tech Crime Unit (HTCU). At the Strategic Assurance Board on the 30<sup>th</sup> October 2015 this was followed up with a report and action plan from the Head of Forensic Services Operations (South) which detailed measures being put in place to reduce waiting times to one month from the current position of seven months.
56. Leicestershire Police are complying with a national directive to use intermediaries in all cases where the victim of a crime is under 13 years of age, which is having implications for adult cases where an intermediary is required as there are insufficient numbers of qualified intermediaries available nationally.

57. Sir Thomas Winsor, the Chief Inspector for Her Majesty's Inspectorate of Constabulary, has written to all Police and Crime Commissioners and Chief Constables, indicating HMIC's intention to inspect unannounced all Forces to assess Crime Data Integrity (CDI) over the coming year. The Force has implemented a programme of work led by the DCC and Force Crime Registrar to ensure compliance, and improvements are being seen through the Force's regular audits.
58. The Force will also be requested to provide a response to the HMIC report "Real Lives, Real Crimes; A study of digital crime and policing (July 2015, HMIC, unpublished) which provides a national assessment of the response to digital crime through the Strategic Assurance Board cycle.
59. The HMIC also published the Rape Monitoring Group Data report. The key areas highlighted for Leicestershire Police were taken to the Get it Right First time group chaired by the Head of Crime for the Force. The Head of Crime provided assurance around the performance reported and this coupled with the comprehensive response to the HMIC inspections relating to Child Sexual Exploitation sufficient assurance was gained. Performance information around the investigation and prosecution of offences of Rape is also undertaken through the Force's Serious Crime Group and regional prosecution team performance management meetings so will continue to be monitored by the PCC and OPCC through the information from these groups.

### **Quarter 2 2015/16 Performance Dashboard**

60. Please refer to Appendix A – Performance Dashboard

### **Performance Updates**

#### **Strategic Priority 1 – Preventing and diverting young people from offending**

61. First time entrants (FTE) (10-17 years old) to the Criminal Justice System data for Q3 2015/16 have been received from Leicestershire County Council covering Leicestershire and Rutland. Data for Q3 2015/16 shows 34 First Time Entrants into the CJS, which is a 55% (or 12 FTE) increase when compared to Q2 2015/16 and a decrease compared to the same quarter in the previous year (30% or 14 FTE), with the cumulative decrease for 2015/16 reaching 42% over the first nine months of the financial year. The reductions seen are broadly in line with national reductions, and the County Youth Offending Service Management Board Performance Report for 2015/16 attributes this success to the prevention triage process, the Youth Police Decision Panel and successful intervention programmes such as the Youth Inclusion and Support programme (YISP).
62. Data received for the same time period for Leicester City shows 49 First Time Entrants, an increase of 28 FTE (or 133%) from the previous quarter and an increase of 3 FTE (or 7%) from the same quarter in the previous year. It should be noted that nationally, although decreases have been seen for some time, practitioners estimate that the numbers which remain will be the most complex cases, so continued reductions will be harder to achieve. This may be what is being seen for LLR currently.

#### **Strategic Priority 2 – Reducing re-offending amongst young people and adults**

63. The most recent information provided for the Integrated Offender Management (IOM) Programme covers the period April 2015 to September 2015. This information

highlights that 65% of offenders aged between 18 and 24 on the cohort reduced their offending, when comparing the stated time period with the same period the previous year, by more than 17%. The actual number of offences committed by this section of offenders on the cohort reduced from 103 offences between April and September 2014 to 21 offences between April 2015 and September 2015, a reduction of 80%.

64. The IOM performance information also included tracking of needs assessments for the cohort, including assessment of those identified as risk of serious harm and high likelihood of offending cases, and an assessment of added value of subsequent interventions and pathways out of offending over 3 month time intervals, to try and evaluate and contrast information around need and pathway provided to determine effectiveness. This information was discussed at the Reducing Re-offending Board and the OPCC will request this information, or the information produced through the Justice star, once this becomes available.
65. Leicestershire Police have provided information for 2014 and 2015 covering the offending or re-offending of people aged between 18 and 24 in 2014 and 2015. This information is based solely on charges issued (not any out of court disposal) and shows that in 2015 there were 1,621 people aged between 18 and 24 charged with an offence. This compares to 1,789 people aged between 18 and 24 charged in 2014; a 9% reduction in 2015. Of those individuals who were charged in 2014 (1,789) 636 were also charged with an offence in 2015, which is 36% of the cohort (indicating that 36% of those young people re-offended). 18-24 year olds formed 26% of all people charged in 2014, and 27% of all people charged in 2015, which indicates that the reduction is due to an overall and proportionate reduction in charges between all age groups between the two years. This 36% re-offending rate is similar to the latest published binary re-offending rate for youths (18 and under) across LLR, but not similar to the binary proven reoffending rates for adults, which is lower.

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

66. Data from Public Health England is only available for internal use and cannot be published publically until Public Health England has released the information nationally through the Office for National Statistics (ONS). Data has been supplied through contract monitoring performance returns although the instruction from Public Health England is that the data is not for publishing prior to release by the ONS and no indication of performance may be given in a public forum. Published data on the Public Health outcomes framework is being assessed by the OPCC to see if this data, which can be shared publically, can be used to determine progress.
67. Substance Misuse services are being commissioned by Leicester City and Leicestershire County Council and the OPCC. This will be in place from July 2016, and there is a performance framework developed for these services which will be used to assess performance of these services once established.

### **Strategic Priority 4 – Reducing crime and anti-social behaviour caused by families in a Troubled/Supported families programme**

68. The OPCC has been provided by all partners with an agreed suite of performance indicators for contract monitoring arrangements which should enable a further developed evaluation of performance, with returns required in October and May. It is recognised that partners are at different stages within the Supported Families

programmes.

69. Two out of three October 2015 contract monitoring returns have been received. Leicester City and Leicestershire County have provided returns. Rutland has provided a financial return only. Local Authorities are asked by the Government to specify what they aim to achieve with each family in regards to each of the six qualifying areas; and provide a baseline and measurements against which significant and sustained progress can be evidenced.
70. Leicestershire County Council have agreed to provide information in respect of three of the six qualifying areas, which are most relevant to Criminal Justice – involvement in crime or ASB, Children in need of help, and Families affected by domestic violence and abuse. They report that 824 families received an assessment and at least one review between 01/04/2015 and 30/09/2015. For the first qualifier, parents and young people involved in crime and antisocial behaviour, Leicestershire County Council reported that 36% of families within the cohort<sup>1</sup> met the crime reduction outcome, with 88% of children in the cohort meeting the “no involvement” with Youth offending outcome, and 38% of families meeting the reduced ASB outcome. There was no data available for the re-offending outcome. For the “children who need help” qualifier, 51% of the cohort of families met the improved assessment via a “Family Star” outcome, and 92% of the cohort of families met the outcome of not requiring a further plan or involvement from children’s social care for a period of 6 months. Data was not available for CSE reduction or reduction in missing episodes (frequency or duration). For the final qualifier, families affected by domestic violence and abuse, 61% of families met the Family Star Outcome, and there was no data available for incidents of domestic violence and abuse or reduction in CAADA / DASH scores.
71. In relation to missing data sets Leicestershire County Council have informed the Office of the OPCC that they are unsure when they will be able to submit any data for those indicators.
72. Leicester City Council report that for the April – September 2015 622 families were worked with. The same three qualifiers were reported on to some extent – Parents and Children involved in crime and ASB, Families affected by domestic violence and abuse and Children in need. For Families affected by domestic violence and abuse and Children in need no data is available, and data is available for two of four indicators which show that 465 of 622 family members had not been subject to an ASB intervention and 112/119 families had shown a suitable reduction in offending by minors.
73. In light of the difficulties in obtaining suitable data for the supported families programmes the OPCC will take the Supported Families programmes yearly submissions to local government for payment by results as the overarching indicator of performance and report on this indicator yearly within the annual report.

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

74. Reports of Domestic Related Violence with Injury offences have been generally higher over the last two years, although there was a steep fall coinciding with the time when the NICHE crime recording system was introduced

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<sup>1</sup> This cohort is unlikely to be all 824 families, as all may not be included under each specified qualifier.

75. Work has been carried out to ensure that all offences are flagged correctly as domestic related, and the most recent two months have shown levels which are within expected levels. The Force will be carrying out work on the previous month's crimes to ensure that all are flagged appropriately. Updates on this work will be given in the monthly PDG meetings, under the chairmanship of the DCC.
76. A new, co-commissioned Leicester, Leicestershire, and Rutland (LLR) Sexual and Domestic Violence Information and Support service has been procured and the service started on the 1<sup>st</sup> of December 2015, delivered by United against Violence and Abuse (UAVA). This will replace the existing arrangements and is intended to improve outcomes, value for money and ensure parity of service across LLR. This will also assist with comprehensive monitoring of service usage and contribute to an evidence base for recognising improvements in awareness of services offered across LLR. The OPCC has fully engaged with partners and has contributed financially towards the commissioning of this service which is aligned to the new Victim First arrangements.
77. In the previous report to the Panel there was reference to Project 360, where Leicestershire Police and partners are working together to support victims and households who have experienced three police-reported domestic incidents in a year. After an interim evaluation the decision was taken to commission this service and it is currently out to tender. There are specific performance monitoring requirements within the specification which will enable the evaluation of impact of this service as well as social value provided.

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

78. The level of recorded rape offences has fallen in quarter three to levels concentrated around the mean. It is important to note however, that this still represents a high level when considered against the long term trend.
79. The proportion of offences reported within 7 days of the offence was higher in Q3 than in any previous quarter since the start of 2014, meaning that a lower proportion of historical offences were reported.
80. There is a significant level of reporting of historic offences. During the first half of the year more than 65% of Rape reports related to offences committed within a year prior to report, 12% reported between 1 to five years after the offence, and 23% reported more than five years after the offence was committed.
81. An increased workload pressure on the Signal team has been recognised and this was discussed at the October 2015 PDG meeting. This will be monitored going forwards to ensure that the level of staffing is appropriate to facilitate a thorough and effective response to these offences and properly supports the needs of the victims.
82. The inference from the data is that there is confidence amongst victims of recent and older offences that their cases will be taken seriously and investigated appropriately by the Force.

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

83. The levels of recorded hate crime have fluctuated within relatively narrow bounds below the mean expected level for the last nine months. There was a significant increase last year to the peak seen in July 2014, however the period to December 2016 saw a reduction in the trend which has stabilised the levels of reports.
84. A recent audit carried out by the Force found that only two thirds of hate crime offences were flagged as such within the Crime system, meaning that, although the crime is recorded, and counted in home office statistics, the fact that it is a hate crime is not highlighted or recorded. Work is being undertaken by the Force Crime Registrar and others with the Crime and Intelligence Directorate to ensure the results of the audit are acted upon.
85. Satisfaction levels regarding racist incidents and hate crime have been decreasing gradually for the past 12 months, with the most recent 12 months data showing overall satisfaction at 79%.

**Strategic Priority 8 - To prevent ASB and to continuously improve the quality of service and response to victims of anti-social behaviour**

86. The level of recorded ASB incidents exhibit a general seasonal pattern of a fall over the autumn and winter months with an increased level of incidents building over the spring and summer period. This pattern has been continued in quarter three, with levels consistent with previous autumn/winter levels.
87. The continued use of the repeat caller database has enabled neighbourhood teams to effectively problem solve persistent issues, such as ASB. This work has now also expanded to include partnership agencies, so that a multi-agency response can be applied to callers of high demand.
88. Recorded ASB incidents remain at low levels, with the general downward trend continuing.
89. ASB Satisfaction levels have seen continued reductions, with three of four recent months resulting in overall satisfaction levels below 72%, and this is resulting in a drop in the 12 month rolling satisfaction levels reported.

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

90. Whilst there is widespread recognition that the current policing models and priorities are different from those at the time that this survey regime was implemented, all User satisfaction constitutes satisfaction levels from a sample of burglary, vehicle and violent crime victims. A proposal to abolish the Home Office returns of this data was postponed for a year.
91. Quarter three saw an apparent stabilisation in the satisfaction level, which stood at 80.4% at the end of Quarter 3. The most recent information indicates that the rate remains stable.
92. Many vehicle crimes are now non-attendant and receive an appropriate telephone based service at the outset. Therefore, the need to finalise crimes at the earliest appropriate opportunity where there are no viable lines of enquiry does mean that the

current survey questions do not fit well with the current policing response and this may well have contributed to the trend seen above.

93. A strategic lead officer has been assigned to this area, and a comprehensive delivery plan around confidence and satisfaction has been established. The implementation of this plan, and the resulting performance, is discussed in detail at both PDG and SCCB meetings and reported in future SAB reports.
94. A Target Hardening Scheme available to all victims of crime referred through Victim First has been commissioned by the PCC. The performance and evaluation of impact of this service will be monitored through performance monitoring by the OPCC, and is mentioned in the separate Victim First report provided to this panel.

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

95. The latest Community Based Survey (CBS) results show that confidence in Leicestershire Police continues to rise. This is extremely good news and is a strong indicator that the Force continues to address local concerns in an effective way.
96. There has been further scrutiny around complaints against the Police which is detailed in the executive summary and HMIC section on legitimacy.

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

97. The level of control has been very tight in Quarter Three 2015/16, with no large spikes in overall criminality. Over the last 12 months, there has been little change in overall crime numbers compared to the previous 12 months, and Leicestershire continues to perform well in relation to peers.

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

98. Burglary Dwelling offences have continued to follow the seasonal pattern in offending, but at lower levels to that of previous autumn/winter months.
99. Satisfaction levels for burglary continue to reverse the trends seen for many satisfaction rates of other crime categories, currently standing at 89%.
100. Op Tiger Secured started in October, which is the Force response to the seasonal rise in Burglary offences. By the middle of December, there had been 85 arrests for a variety of burglary related offences. Officers and PCSOs patrolled hotspot areas, acted on intelligence, carried out warrants and visited known offenders. Crime prevention advice was also distributed as part of the cocooning of burglary locations.

### **Strategic Priority 13 - To reduce violence against the person – with injury and ensure a positive outcome for victims of violent crime – with injury offences**

101. Violence against the person with injury includes offences such as actual bodily harm, and grievous bodily harm. Levels in Quarter 3 were at expected levels, an increase on the previous significantly low levels in recent months
102. It should be noted that the recording issue highlighted earlier may, when fully investigated and resolved, result in an increase to the number of offences for those

instances where multiple victims have been incorrectly recorded on single offences. The work to address this issue continues to be overseen by a strategic lead.

103. Satisfaction levels for victims of violent crime are also seeing a decreasing trend. The PCC has highlighted, through the Strategic Assurance Board, his concern around falling satisfaction levels and will be closely monitoring the work of the Safer and Confident Communities Group / Satisfaction Gold Group to ensure action is taken to arrest the decline of user satisfaction across many of these crime categories.

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

104. Theft from Motor vehicles remains significantly high over the long term, although the level of theft of motor vehicle offences has been stable just above the mean for the majority of the current performance year.
105. In quarter three, two prolific offenders were tracked down, arrested, charged and remanded in custody in connection with the crime series involving the theft of power tools from vans.
106. In December, a week of action across the region took place targeting theft from lorries. This was a regionally led EMOpSS led operation, with Leicestershire providing support.
107. Other theft from motor vehicle offences such as theft of mopeds for joy riding, and theft of exterior car parts will continue to be managed at a NPA level.
108. The satisfaction level for vehicle crime has stabilised in quarter 3 and now stands at 75%. With the new Policing model, it was understood that satisfaction levels for theft from a motor vehicle would be lower, as the way in which they were investigated changed.

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

109. The Leicester, Leicestershire and Rutland Safeguarding Children Board's (LSCB) Joint CSE, Trafficking and Missing Sub Group is responsible for collecting data from partner agencies relevant to Strategic Priority 15.
110. The LLR CSE Co-ordinator produced the first report card in November 2015, which went to the Joint CSE, Trafficking and Missing Sub Group. This report card provided information around performance and actions necessary for the group to determine how well the work of the group is progressing and the impact of work undertaken by the group, along with recommendations on what actions to take in the future to improve performance in LLR in respect of preventing CSE/A and providing a safe and supportive environment for victim and witnesses. The next revision of the report card for the CSE group is awaited.
111. There was also a presentation on management information from Children's Social Care provided to the sub group in November 20215.
112. The Strategic Partnership has agreed a funding of £1.2 million for a programme of work across the partnership to tackle CSE/A, funded from the PCC's Strategic Partnership Development Fund (SPDF). Work has begun in the delivery of this

programme.

113. There was a launch of this programme of work under the Commitment to Eradicate Abuse and Sexual Exploitation (CEASE) campaign, which was launched on the 5<sup>th</sup> February 2016. This links closely to the investment agreed with the Force as part of the precept considerations for 2016/17.

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

114. Work under Strategic Priority 16 continues to motivate a developed partnership response to members of our community with mental health needs. Mental health training to front line professionals is continuing to be delivered with KUF Personality Disorder awareness training being delivered to a multi-agency audience. This work was initiated by the Mental Health Partnership Manager with support from NHS England's national Personality Disorder programme. Funding has subsequently been received from Leicestershire Partnership Trust to develop a partnership specific personality disorder awareness program to be delivered across LLR. The Mental Health Partnership Manager is overseeing this work.
115. The Mental Health Partnership Group is still maintaining oversight of the improvement to the conveyance of mental health patients across LLR. EMAS are currently in talks with commissioners to improve their provision to meet the needs of mental health community. This work should be delivered by the middle of this year.
116. The Mental Health Triage Car continues to exemplify best practice in partnership mental health response. This partnership endeavour between Leicestershire Partnership Trust and Leicestershire Police has reduced the numbers of S.136MHA detentions in Leicestershire by approximately 81% since 2012. In real terms this means that on average less than 7 individuals are detained by police officers under this reducing the risk and crisis to that individual and enabling officers to pursue other work.

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

117. The number of missing reports from what was the top 9 locations, has risen considerably since the last quarter and has been rising slowly since Q2 14/15.
118. The main contributors to this rise continue to be two particular people - one who went missing 31 times from one location and the other who was responsible for all 99 reports from their location. Together these reports account for 80% of all reports from the top 9 locations and 14% of all missing reports for Q3.

### **Strategic Priority 18 – With staff and partners, transform the way we protect our communities and deliver over £20m in revenue savings by 2016/2017**

119. The detailed update provided within the paper on the Proposed Precept 2016/17 and Medium Term Financial Strategy tabled at the Police and Crime Panel in February 2016 remains the most recent assessment. This report detailed that this priority has been met and over the full term of the Police and Crime Plan 2013/2017, over £31m in savings will have been realised and this is in excess of the £27.8m required.

**Implications**

Financial:	None
Legal:	None
Equality Impact Assessment:	Completed for the Police and Crime Plan
Risks and Impact:	None identified
Link to Police and Crime Plan:	Performance frameworks support the delivery of the Police and Crime Plan

**List of Appendices**

Appendix A - Police and Crime Plan – Partnership Dashboard

**Background Papers**

None.

**Persons to Contact**

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Email: [michael.swanwick@leicestershire.pnn.police.uk](mailto:michael.swanwick@leicestershire.pnn.police.uk)

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## Police & Crime Plan Dashboard

Period ended December 2015

### Strategic Priorities

<p><b>1 Preventing and diverting young people from offending</b></p> <p>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</p> <table border="1"> <thead> <tr> <th>Baseline 2012/13</th> <th>Latest 12 months</th> <th>% Var.</th> </tr> </thead> <tbody> <tr> <td>667</td> <td>271</td> <td>-59%</td> </tr> </tbody> </table>	Baseline 2012/13	Latest 12 months	% Var.	667	271	-59%	<p><b>2 Reducing reoffending amongst young people and adults</b></p> <p>Reduction in offending by 18-24 year olds 1</p> <p>Reduction in re-offending by 18-24 year olds 2</p> <p>Baseline 2012/13</p> <p>Latest 12 months</p> <p>% Var.</p>	<p><b>3 Reducing alcohol and drug related offending and reoffending</b></p> <table border="1"> <thead> <tr> <th></th> <th>YTD</th> <th>L-YTD</th> <th>% Var</th> </tr> </thead> <tbody> <tr> <td>Increase in the number of successful drug and alcohol treatment completions 1</td> <td>NA</td> <td>NA</td> <td>NA</td> </tr> <tr> <td>Decrease in all re-presentations to drug and alcohol treatment 1</td> <td>NA</td> <td>NA</td> <td>NA</td> </tr> <tr> <td>Reduction in reoffending rates amongst those offenders entering a criminal justice drugs treatment programme 2</td> <td>NA</td> <td>NA</td> <td>NA</td> </tr> <tr> <td>Reduction in the number of incidents recorded in or near licensed premises during the night-time economy hours of 7pm to 7am 3</td> <td>NA</td> <td>NA</td> <td>NA</td> </tr> </tbody> </table>		YTD	L-YTD	% Var	Increase in the number of successful drug and alcohol treatment completions 1	NA	NA	NA	Decrease in all re-presentations to drug and alcohol treatment 1	NA	NA	NA	Reduction in reoffending rates amongst those offenders entering a criminal justice drugs treatment programme 2	NA	NA	NA	Reduction in the number of incidents recorded in or near licensed premises during the night-time economy hours of 7pm to 7am 3	NA	NA	NA																																						
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<p><b>4 Reducing crime and Anti-social behaviour (ASB) caused by families in a Troubled/Supported families programme</b></p> <p>Assessment</p> <p>Reduction in re-offending within families engaged in a Troubled/Supported family programme</p> <p>Reduction in recorded ASB committed by families engaged in a Troubled/Supported families programme</p> <p>No change</p> <p>No change</p>	<p>Please see performance report for SP2 details.</p> <p>SP5/6/7/12/14A/14B/15 Comments:</p> <p>"Victim focused crime outcomes" metrics being developed by Leicestershire Police (OCC and OPCC)</p> <p>The service awareness measures require further consultation with partners and specialists and a meeting took place on the 3rd September with performance leads and subject specialists to take this work forward.</p>	<p>Please see performance report for SP3 details.</p>																																																																
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<p><b>16 Improving the response, service and outcomes for those with mental health need</b></p> <p>Review and streamline conveyancing of patients across partner agencies leading to better use of resources.</p> <p>Deliver mental health training to front line operation staff including police officers, probation and housing officers.</p> <p>Review key policies and procedures relating to mental health issues across the agencies ensuring they are consistent, efficient and effective.</p> <p>A written update will be provided to SPB Executive Group.</p>	<p><b>17 To reduce the number of repeat missing person reports</b></p> <table border="1"> <thead> <tr> <th></th> <th>Baseline 2012/13</th> <th>Latest 12 months</th> <th>% Var.</th> </tr> </thead> <tbody> <tr> <td>Reduction in no. of missing reports (STORM)</td> <td>5929</td> <td>4494</td> <td>-24%</td> </tr> <tr> <td>Reduction in no. of missing reports (COMPACT)</td> <td>5417</td> <td>2827</td> <td>-48%</td> </tr> <tr> <td>Reduction in reports received from the nine key locations</td> <td>1162</td> <td>397</td> <td>-66%</td> </tr> <tr> <td>Reduction in no. of "Absent" reports (COMPACT)</td> <td></td> <td>604</td> <td></td> </tr> </tbody> </table> <p>COMPACT is a case management system. Incidents recorded on STORM may be closed before they are raised on COMPACT if the person is traced in the meantime. A new practice for recording incidents was introduced in April 2013 and hence there is no baseline for the reduction of incidents recorded as "Absent". The absent category was added to COMPACT September 2014 so there is no comparator at this stage.</p>		Baseline 2012/13	Latest 12 months	% Var.	Reduction in no. of missing reports (STORM)	5929	4494	-24%	Reduction in no. of missing reports (COMPACT)	5417	2827	-48%	Reduction in reports received from the nine key locations	1162	397	-66%	Reduction in no. of "Absent" reports (COMPACT)		604		<p><b>18 With staff and partners, transform the way we protect our communities and deliver over £20m in revenue saving by 2016/17.</b></p> <p>Latest estimate of savings required</p> <p>Savings realised to date</p> <p>Savings identified but not yet realised (est)</p> <p>Further savings required to be identified and realised by end of 2016/17</p> <p>£ millions</p>																																												
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**KEY :**  
 Classification of "Continuous Improvement".  
 Statistically Significant Improvements as compared to end of 2012/13  
 No Statistically Significant change as compared to end of 2012/13 \*  
 Statistically Significant deterioration as compared to end of 2012/13

**Note :**  
 Continuous Improvement in service is measured by monitored by surveys of levels of confidence and satisfaction.

**SP18 Comments:**  
 Covers period 1st April 2013 to 31st March 2017 (i.e. period covered by Police and Crime Plan). Indicates the latest estimate as at February 2016 and is under continual review.