

Appendix 1



**Leicestershire
Police Authority**



**Leicestershire
Constabulary**

**Leicestershire Police Authority and
Leicestershire Constabulary
Chief Constable's Annual Report**

2010/11

This Annual Report is issued pursuant to section 9 of the Police Act 1996.

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Comment

This annual report reflects a year in which the Force has achieved a 12.2% reduction in crime equating to 10,000 fewer victims of reported crime. This is due to the hard work and commitment of police, partners and local communities working together. In reporting on performance for 2010/11, we must make reference to the uniquely challenging circumstances in which police forces find themselves. The economic downturn, together with the implementation of the Comprehensive Spending Review (CSR) has presented the Constabulary with the challenge of finding the required £34.4million savings (16% of total budget) by 2015 to balance the budget deficit.

The 'Valuing the Police' report by HMIC (July 21, 2011) evaluated the reactions and preparedness of local police Forces and Police Authorities for reducing crime while reducing costs in the face of the CSR. The report recognised that Leicestershire's noteworthy progress, achieving £15m savings in its first financial year whilst continuing to reduce crime (down 12.2%), was due in part to the early start of its savings programme in the summer of 2009, described by HMIC as being 'much earlier than other forces'.

The organisation has been undergoing a process of change to meet these challenges under the banner 'Policing the Future'. One of the ways we have achieved this is to freeze recruiting to balance our budget deficit. This year, we have reduced our establishment by 120 police officer posts through retirements and people who transfer or leave; these have been from back office or support functions. We also reduced our support staff by 228 posts with less than 50% being through redundancy.

It is inevitable that further reductions in the size of the workforce will occur, however there is a lot we can do to ensure we are working as efficiently as possible, with new systems and streamlined ways of delivering an excellent policing service to the public. Phase 1 of our change programme has delivered £15m savings in 2010/2011. The remaining three phases will work to deliver a further £19m over three financial years, with the Force having already scoped and planned £6m of savings for this remaining period.

We have also had to evaluate major resource projects such as the investments in our estate, the introduction of a new command and control computer system, and the more widespread

use of mobile data terminals which enable uniformed officers and staff to complete their work whilst being accessible and visible in our communities.

Looking to the Future

In terms of innovation, working closely with partners and reducing bureaucracy, the Force has never been in a better position to meet the challenges ahead.

With these challenges in mind, 'Our Standard' can be summed up very simply as:

'Protecting our communities by reducing crime and anti-social behaviour'

We will do this by focusing on:

- Dealing with those who cause most harm
- Protecting the vulnerable
- Effectively deploying our resources to mitigate threat, harm and risk
- Working with partners to solve the problems identified by communities
- Trusting our people to provide a quality service
- Ensuring the effective and efficient use of resources at all times

For context relating police action and performance to the six strands of 'Our Standard', go to page 12.

Performance Figures 2010/11

The Police Authority has strengthened its governance of the Constabulary's performance, putting in place new management structures and increasing its presence in key management meetings. The end of year figures show that Leicestershire Constabulary has met and exceeded all of the targets agreed with the Authority within the Policing Plan.

Crime Type	Target / Indicator	YTD Difference		2010/11	2009/10	2008/09
		% Change	Numerical Change			
Total Crime	N/A	-12.2%	-9,890	71,241	81,131	86,195
Racially/Religiously Aggravated Crime	N/A	-30.8%	-278	625	903	953
Serious Acquisitive Crime	-9%	-17.9%	-2,576	11,778	14,354	16,240
Burglary Dwelling	-15%	-20.1%	-1,104	4,393	5,497	5,526
Robbery	-20%	-24.3%	-252	785	1,037	1,210
Theft Motor Vehicle	-3%	-13.6%	-240	1,524	1,764	2,130
Theft From Motor Vehicle	-5%	-16.2%	-980	5,076	6,056	7,374
Violence Against The Person With Injury	-3%	-17.0%	-1,165	5,677	6,842	7,837
Serious Violent Crime	-3%	-18.6%	-71	310	381	561
Assault WLSI (ABH)	-5%	-16.9%	-1,094	5,365	6,459	7,270
Other Wounding	-3%	-16.4%	-1,086	5,533	6,619	7,485

Above: Table shows Force 2010/2011 performance against targets set by the Police Authority

Summary of Performance against Individual Targets

Key

The three colour traffic light system has been used to assess the performance indicators using the following criteria:

- Red – target currently not being met and performance measures lower than at the end of last year
- Amber – target currently not being met but performance measures higher than at the end of last year.
- Green – target currently being met

Direction of travel indicates whether there has been an increase or decrease in apparent performance since previously reported to the Police Authority.

- ▲ Apparent Performance has increased since last reported
- ▶ No change since last reported
- ▼ Apparent Performance has decreased since last reported

Note: The direction of travel arrow indicates the *short term* trend in performance since last reported to the Police Authority. Where changes are negligible, such as small percentage point variations, this will be indicated.

Confidence and Satisfaction

SPI Number and Title	Target	Apparent Performance	Direction
CONFIDENCE AND SATISFACTION			
1.1 Satisfaction with service delivery (Police)	88%	87.4%	▲
1.2 Comparative satisfaction with service delivery (Police)	No Target	-5.5%	▼
1.3 Satisfaction with service delivery (racist incidents)	88%	87.3%	▲
2.1 BCS: Understanding local concerns (agencies)	No Target	49.2% (Dec 10)	▲
2.2 BCS: National Confidence Measure: Police and Local Councils dealing with Crime and ASB	58.7% *	53.3% (Dec10)	▲
2.3 BCS: Residents perception of police performance – percentage of people who think Police in their area are doing a good job.	No Target	61.3% (Dec 10)	▲

***SPI 2.2 BCS: National Confidence Measure: Police and Local Councils dealing with Crime and ASB** – this is the former target measure that was removed by the Coalition Government.

The Force's communication with the public is a key part of increasing public confidence, which is currently at 87.4% and rising. The Force demonstrates to the Police Authority how it engages with the public, collecting views using a broad range of public consultation methods including face-to-face, telephone, printed and digital media.

In the summer of 2010, the Chief Constable had met with the Chief Executives of both Unitary and District Authorities. In 2011, the 'Chief and Chair' events saw hundreds of people from the community share their views regarding the future provision of policing in Leicester, Leicestershire and Rutland with the Chief Constable and the Chair of the Authority.

Communication via regular meetings between the Police Authority and the Commanders of the Basic Command Units has ensured that Neighbourhood Policing Teams are addressing issues

of local concern. The Force conducts local community consultations and street briefings, capturing information through the Priority Setting Questionnaire from which local officers derive their local policing activities.

Promoting Safety

SPI Number and Title	Target	Apparent Performance	Direction
PROMOTING SAFETY			
4.1 BCS: Perceptions of Anti-Social Behaviour	Maintain or reduce (improve) perceptions of ASB compared with March 2010	Both BCUs have achieved their target of reducing perceptions of ASB.	▲
4.2 BCS: Perceptions of drunk or rowdy behaviour	Maintain or reduce (improve) perceptions of drunk and rowdy behaviour compared with March 2010.	Both BCUs have achieved their target of reducing perceptions of drunk and rowdy behaviour. City in April 10 started the year at 25.5%, and ended March 11 at 22.8%, while Counties started at 16.2% and finished the year at 13.5%.	▲
4.3 BCS: Perceptions of drug use/ drug dealing	Maintain or reduce (improve) perceptions of drug use/dealing compared with March 2010.	Both BCUs have seen marginal reductions in the perceptions of Drug Dealing.	▲
9.1 Road Traffic Casualties	To reduce the number of people killed or seriously injured in RTCs below 346	347 (Mar 11)	▲

The reduction in Killed or Seriously Injured Road Traffic Collisions is noteworthy, having recorded 347, one short of the 346 target set.

The British Crime Survey (BCS) is considered to be the most accurate barometer of crime and public perceptions of crime. For the crime types it covers, the BCS provides a more reliable measure of trends in crime as it has a consistent methodology and is unaffected by changes in levels of reporting to the police, recording practice or police activity. The BCS recorded that when comparing March 2011 to March 2010, people perceived lower levels of anti-social behaviour, drunk and rowdy behaviour and drug use or drug dealing across both the City and Counties BCUs.

Organisational Management

SPI Number and Title	Target	Apparent Performance	Direction
ORGANISATIONAL MANAGEMENT			
3.1 Minority ethnic Police Officer recruitment	Due to the current recruitment freeze, no target was set for this financial year.		
3.2 Female Police Officer representation	Maintain March 2010 performance (24.9%)	25.0%	▲
12.1 Police Service efficiency	Delivery of cashable efficiency targets	Achieved £15 million target and increased equalisation	▶
13.1 Police Officer sickness absence rate	7.4 days / Officer	6 days / Officer	▲
13.2 Police Staff sickness absence rate	7.4 days over 3 years 2010/11 - 8.3 days per employee	7.3 days / employee	▲

The Constabulary has been ranked amongst the highest forces nationally for the low level of sickness absence (see 13.1), with targets for both Police Officer (6 days) and Staff attendance (7.3 days) being achieved and exceeded. Female officer representation was maintained, reaching 25%.

Serious Crime and Protection

SPI Number and Title	Target	Apparent Performance	Direction
SERRIOUS CRIME AND PROTECTION			
5.1 Serious violent crime rate per 1000 population	-3%	310 offences -18.6%	▲
5.4 Domestic homicide rate	No Target	2 offences	▲
5.5 Gun crime rate per 1000 population	-9%	77 offences -24.5% (Feb 2011)	▲
5.6 Knife crime rate per 1000 population	-5%	428 +3.6%	▼
6.1 Serious violent offences brought to justice	Sanction Detection Rate 70%	66.5%	▼
6.4 Serious sexual offences brought to justice	Sanction Detection Rate 30%	24.7%	▲
8.1 Asset Recovery	£1,600,000	£4.28 million	▲

See the 'Putting Performance into Context: Our Standard' section for an overview.

Tackling Crime

SPI Number and Title	Target	Apparent Performance	Direction
TACKLING CRIME			
5.2 Serious acquisitive crime rate per 1000 population	-9%	11,778 offences -17.9%	▲
5.3 Assaults with less serious injury rate per 1000 population	-5%	6,459 offences -16.9%	▲
6.2 Serious acquisitive offences brought to justice	Sanction Detection Rate 18.5%	14.3%	▲
6.3 Sanction detection rate for racially and religiously aggravated crimes	50%	62.1%	▲
10.1 Prolific and other Priority Offender (PPO) re-offending rate	-40%	-35.9%	▼

See the 'Putting Performance into Context: Our Standard' section for an overview.

Putting Performance into Context: Our Standard

The narrative below describes the background to the performance results under the six strands of 'Our Standard' for year 2010/2011.

Dealing with those who cause most harm

In August 2010, the police, Youth Offending and Probation services launched Integrated Offender Management (IOM) to manage those who present the greatest risk to the public across Leicester, Leicestershire and Rutland. IOM is a multi-agency hub which works to protect the public, supporting individuals released from prison in the areas of health, education and employment in order to reduce reoffending rates. Through IOM, Prolific and other Priority Offender (PPO) re-offending rates (see 10.1) have been reduced by 35.9% – a significant step towards the target set of a 40% reduction.

Operation Consequence, the whole Force response to tackling those who cause the most harm in our communities, is successfully targeting the small minority of prolific offenders who commit the vast majority of crime. It is through the use of initiatives like IOM and Operation Consequence that the Force has been able to exceed its 9% reduction target for reducing serious acquisitive crime (see 5.2), with a reduction of 17.9%. This equates to over 2,500 fewer offences in 2010/2011.

Protecting the vulnerable

The Force has successfully trained all front line officers so that they are able to recognise vulnerable victims and put services in place to respond to any individual needs. The force now leads in this area nationally, with officers trained to identify incidents of hate crime and advise victims appropriately.

In October 2010, the Force launched the Child Sex Offender Disclosure Scheme allowing people to apply for a disclosure on the past sex offending history of people in contact with children. A grandmother seeking clarification of the past history of her daughter's new partner revealed her suspicions were confirmed. He had a history of

sexual assaults on children housed in another county. The information was disclosed to the grandmother and her granddaughter was safeguarded. The Force continues to make further interventions to safeguard children and vulnerable adults.

An investment in 2009 saw the arrival of Mobile Data Terminals (MDTs) in police vehicles. These toughened laptops store no data but access all Force systems meaning police officers can complete statements and reports from their vehicles, whilst visible in the community. Developments in this technology, since it won a Guardian newspaper IT Award in 2010, have seen on-screen identification parades quicken suspect identification. Most importantly, MDTs allow officers to deliver a personal service, completing paperwork from the home of the victim or witness.

Effectively deploying our resources to mitigate threat, harm and risk

A new approach to deciding what officers do on a daily basis is quickening police response to emerging crime patterns. The Daily Management Meeting (DMM) takes a look at crimes which have occurred on the previous day, with a group analysing the reports to identify patterns. In December 2010, such analysis enabled the police news team to inform the public of a series of cars stolen whilst being de-iced outside of homes – providing security advice. The DMM continues to reduce incidents of burglary in areas targeted by criminals. This swift action has contributed to a reduction of serious acquisitive crime.

Working with partners to solve the problems identified by communities

Thousands of hours served by volunteers have contributed to community engagement. Leicestershire has some of the most-hardworking and professional volunteer teams in the country. The Force has won the Police Support Volunteer Team Award at the Annual NPIA Special Constable and Police Support Volunteer Awards for three years running. The Blaby and Wigston Volunteers have been successful in delivering schemes which make a difference to the most vulnerable in our communities. The Blaby 'Safe, Secure and Comfortable Project' provided a one-stop comprehensive home safety assessment, saving the agencies involved £22,000 and assisting in reducing local burglaries by 19%.

The Rutland Joint Action Group (JAG) won a 2010 Compact Award for Local Partnership Working following the success of its multiagency partnership to address community safety and crime reduction issues raised by the public.

Criminals who live a lavish lifestyle from the proceeds of crime are increasingly seeing their assets confiscated in addition to receiving lengthy prison sentences. Confiscated ill-gotten gains, which have included Ferraris, Rolex watches and designer clothing, are now sold by the Force through auction website eBay. A total of £350,000 has been raised via eBay in two years. The proceeds are returned to the Home Office which reinvests the money into local policing, the Crown Prosecution Service (CPS) and local good causes, such as the New Parks Community Boxing Gym which received £6,000. The Economic Crime Unit, working in partnership with the CPS, has exceeded its Asset Recovery (see 8.1) target of £1.6million, reclaiming £4.28million in 2010/2011 from criminals through the Proceeds of Crime Act (POCA).

Trusting our people to provide a quality service

The way our officers engage with the public has moved with new developments in communications. PC Harvey Watson, a former Beat Bobby of the Year, will receive an Honorary Master of Law Degree from Leicester University for his contribution to crime prevention as its local officer, which has included engaging undergraduates in crime reduction discussion using popular online websites Twitter and Facebook.

The Force edges closer to its target of 88% 'Satisfaction with service delivery (Police)' (see 1.1) with current performance at 87.4% derived from answers to the public User Satisfaction Survey.

In July 2011, figures issued in the annual crime update of the British Crime Survey (BCS*) and police reported crime, revealed that when rating the Police, 62% of people asked stated that they felt that Leicestershire Constabulary was doing an 'excellent' or 'good' job. This was the highest in the region, and 6% points above the regional average. Leicestershire's score of 62% was also 3% points above the national average, placing the Force within the top quarter of performing forces nationally. In Leicestershire,

64% of people agreed that the police deal with local concerns. This is again the highest in the region and is above the national average of 58%.

Ensuring the effective and efficient use of resources at all times

Our investment in technology in 2009 is now delivering significant benefits. Our iR3 system which satellite tracks officer locations and places them on digital maps has changed the way we police communities and respond to problems outlined by local residents. The force is now able to plan patrol routes which include locations which experience ASB at specific times. This enables the Force to respond instantly to new information provided to us by the public. The innovation has won three national awards including a national Emergency Service Award for Information Technology (IT) in April 2011.

The Force is using the change programme driven by the Comprehensive Spending Review as an opportunity to be innovative and refresh its service to the public. Work has been undertaken to evaluate how we procure our stock, resource our operations and invest in our estate.

Over the past twelve months, collaborative working has been developed in respect of a number of business areas, including Special Branch, Forensic Services, Technical Surveillance, a Regional Review Unit and a Regional Asset Recovery Team. Leicestershire Constabulary continues to work with other police forces in the region to develop and maximise opportunities for collaboration in the other areas of policing, and is involved in over 20 separate collaborative projects.

In addressing our investment in our estate we have sought opportunities for police officers to move from small leased or owned police buildings which are closed to the public, to other cost free buildings shared with the community. Officers can now be found working from offices in an increasing number of locations at the heart of communities, with offices in supermarkets, council buildings and community centres.