



**Leicestershire  
Police Authority**

# Leicestershire Police Authority

## Policing Plan 2011-2014



**Leicestershire  
Constabulary**

This Policing Plan sets out the priorities for the Force over the coming three years. The plan is reviewed each year with an emphasis on the following 12 months, with each year's plan informing the next.

Public authorities are facing an unprecedented challenge to deliver first-class services over the next few years. The scale of this challenge, improving performance with fewer resources, is outlined in this plan. Leicestershire Constabulary will continue to work with partners to ensure the safety of everyone who lives, works in or visits Leicester, Leicestershire and Rutland.

Policing is complex, from dealing with anti-social behaviour and road safety to dealing with organised criminal groups. We consistently adjust our approach based on a professional assessment of threat, harm and risk. No plan could reflect the thousands of different activities we undertake every single day, but in conjunction with Police Authority members as representatives of our communities, this plan seeks to highlight priority areas through which we will be held to account.

We see our core role as **Protecting our Communities by Reducing Crime and Anti-Social Behaviour.**

We will do this by focussing on:

- 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



**Barrie Roper**  
**Police Authority Chair**

**Simon Cole**  
**Chief Constable**





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# 1. Reducing Crime

The reduction of crime and anti-social behaviour remains our first priority. Any crime has the potential to have a significant impact on individuals, family, friends and in communities. The most serious crimes can have a lasting impact on victims and those most close to them.

We seek to reduce crime through an approach which looks carefully at vulnerable victims, repeat offenders and specific locations, and to intervene at every opportunity to prevent the occurrence of a crime.

In addition to a target to reduce overall crime, there are a number of priority areas with specific targets for crimes which have a disproportionate impact on victims.

## Targets

- To reduce all crime by 5% in 2011/12 and a further 5% in 2012/13  
*3,562 fewer victims of crime in 2011/12*
- To reduce serious violent crime by 3%  
*10 fewer victims of serious violent crime in 2011/12*
- To reduce burglary in people's homes by 10%  
*439 fewer victims of house burglary in 2011/12*
- To reduce burglary in commercial premises by 10%  
*190 fewer victims of commercial burglary in 2011/12*
- To reduce the theft of vehicles by 3%  
*46 fewer victims of vehicle theft in 2011/12*
- To reduce theft from vehicles by 6% in 2011/12 and a further 6% in 2012/13  
*305 fewer victims of theft from vehicles in 2011/12*

## 2. Detecting Crime

Every crime reported to the Leicestershire Constabulary is assessed for further investigation. In every case where an offender is known or their identity can be found, we will do all we can to bring them to account for their actions.

In many cases, this will involve a prosecution in Magistrates or Crown Court, but we will continue to keep the wishes of the victim at the centre of our investigations. This means that Court action may not be the best outcome, even when an offender is identified. Wherever appropriate, we are committed to dealing with offenders outside the Courts under a process known as 'restorative justice'.

We believe it is the most serious offences which cause real public concern and it is in these most serious areas that we have set formal targets for crime detection.

### Targets

To detect 68% of serious violent crimes

*Improving our 2010/11 performance and detecting more serious violent crime than most forces nationally*

- To detect 33% of serious sexual offences  
*Improving from detecting 25% of serious sexual offences in 2010/11 and bringing over 50 more offenders to justice*

### **3. Tackling Anti-Social Behaviour**

Anti-social behaviour (ASB) ranges from occasional low level issues that simply cause annoyance, through to deliberate and persistent behaviour having a lasting effect on the quality of life for an individual, a family or a neighbourhood.

Over the next 12 months and beyond, we will continue to work in communities to reduce the incidence and impact of ASB. Our work will concentrate on improved information sharing and joint problem solving activity aimed at getting to the root of problems and delivering lasting solutions.

Our aim, working together with our partners, will be to seek to reduce ASB wherever it occurs, focussing on our most vulnerable and repeat victims.

April 2011 sees the introduction of new recording processes for ASB, including changes to the national categorisation of different types of incident which will prevent the comparison of data between 2010/11 and 2011/12.

Because of these changes, we will not adopt a numeric target at the start of 2011/12, but we will review the potential to set targets in respect of volume and/or the reduction of repeat victimisation in October 2011.

#### **Target**

- To work to reduce ASB, reviewing the effect of new recording practices and to set reduction targets, with an emphasis on vulnerable and repeat victims by 31 October 2011

## 4. Confidence and Satisfaction

It is of vital importance to us that our communities have confidence in us to deal with issues and have a high level of satisfaction when we have dealt with a problem.

Local surveys, conducted face to face with people who live and work in Leicester, Leicestershire and Rutland, help us to understand what issues are important in individual neighbourhoods and what action we can take to address local concerns.

To ensure the quality of the service we deliver, we also conduct telephone surveys with people who have been involved in a wide range of incidents. This helps us to understand and improve service delivery and to take further action where things have gone wrong.

### Target

- To achieve an 'all user' satisfaction level of 88% with specific reporting in respect of:
  - Burglary
  - Vehicle crime
  - Violent crime
  - Racist incidents
  - ASB
  - Sexual offences

*An overall improvement of 2% on 2010/11 satisfaction rates*

The British Crime Survey, a national survey which takes place every three months, helps us to see the level of confidence people have in local policing, compared to the national picture.

### Target

- To achieve a 61% confidence rating for the question 'Taking everything into account I think the local police do a good or excellent job.'  
*An improvement of 1.6% over performance in 2010/11*

## Confidence and Satisfaction (continued ...)

We recognise that a strong visible presence in our communities, where Police and Police Community Support Officers (PCSOs) working in their neighbourhoods, provide significant reassurance. We continue to take advantage of new technology such as mobile data and new deployment processes to enable officers to spend more time in their communities.

Although changes are being made to the structure of the Force, we are committed to maintaining our street presence and this section includes a target using innovative GPS technology in respect of visible community patrol time.

### Target

- To increase visible community patrol time by 20%, making best use of mobile data and new deployment principles  
*This will mean 72,000 hours visible community patrol time per month by response officers, beat officers and PCSOs, compared to a January 2011 baseline of 58,000 hours*

We are committed to ensuring a high quality service to all sections of our community and the careful use of powers available to the police. In our police area, we are aware that black and Asian people are more likely to be subject of stop and search than white people, highlighted in the 2010 Equality and Human Rights Commission Report 'Stop and Think'. We are undertaking a comprehensive programme of work which will ensure that our processes and procedures do not involve discrimination, and that all stop and search activity is both proportionate and justifiable in every case.

### Target

- To achieve a 10% conversion rate from search to arrest  
*Increasing the number of Stop and Search encounters which lead to an arrest from 4.7%*

## 5. Workforce

Over the course of 2011/12, the Constabulary faces the challenge of delivering significant organisational change. 83% of our total budget is 'people' costs and as we work through our change programme, it will be essential to ensure that staff are skilled and highly motivated in order to provide an effective policing service.

Our key objectives for 2011/12 are:

- Enabling the organisation to make transformational changes
- Delivering organisational change programmes
- Ensuring pay and conditions meet the future needs of the Constabulary

The Constabulary has made significant progress in respect of attendance and sickness absence as part of a three year plan agreed in 2009/10, which now sees us as one of the best performing police forces in respect of both police officers and police staff. 2011/12 sees the final year of this plan where we will seek to maintain this excellent performance.

### Targets

- To maintain or improve on a maximum of 6.4 days lost through sickness absence for police officers  
*Continuing to build on a three-year reduction from 9.1 days sickness absence in 2008/9 and maintaining our position as one of the best performing forces nationally*
- To maintain or improve on a maximum of 7.4 days lost through sickness absence for police staff  
*Continuing to build on a three-year reduction from 11.5 days sickness absence in 2008/9 and maintaining our position as one of the best performing forces nationally*

## 6. The Financial Challenge

The Force is facing unprecedented financial challenges over the next four years due to the global economic downturn and the impact this has had on public sector funding. Following the General Election in May 2010 the government published its Comprehensive Spending Review (CSR) in October of the same year.

The CSR outlined the level of cuts to Public Sector Services between 2011 and 2015, indicating a reduction in police budgets for England and Wales of approximately 20%. Leicestershire Constabulary had the foresight to begin planning in 2009 for these cuts resulting in a reduction in revenue spend of £15m at the beginning of the financial year 2011/12. These savings have been achieved by reducing both management costs and back office and administrative functions, and through modernising other operational elements of the Force. Leicestershire consequently finds itself in a good position going into the 2011/12 financial year and able to maintain an effective and resilient service to our communities.

The medium term financial plan shown in the table below details the expected funding gaps in each subsequent year. This indicates that further savings must be identified. Plans are currently being drawn up to find the balance of savings of £13.5m by 2014/15.

### Leicestershire Constabulary

#### Medium Term Financial Plan Update as at 18 February 2011

	2011/12 £m	2012/13 £m	2013/14 £m	2014/15 £m
Budget Requirement <i>(Before Use of Reserves)</i>	176.8	176.5	184.2	188.9
Estimated Funding <i>(incl. CT Freeze grant)</i>	176	169.7	175.6	175.4
Gross Funding Gap	0.8	6.8	8.6	13.5
Use of Equalisation Reserve	-0.8	-6.8	-0.1	
Net Funding Gap	0	0	8.5	13.5

Key assumptions	2011/12 %	2012/13 %	2013/14 %	2014/15 %
Budget Decrease	-0.3	-3.6	3.5 #	-0.1
Precept Increase	0	2.5	2.5	2.5
Pay Inflation				
- Police	0	0	2	2
- Staff	0.5 *	0.5 *	2	2
Non Pay Inflation	0	2	2	2
# increase due to the change in treatment of Neighbourhood Policing Grant				
* £250 payable for police staff earning less than £21,000 per year producing an effective rate of 0.5%				

Capital funding has also been significantly reduced from £2.1m in 2010/11 to £1.3m in 2011/12, £1.9m in 2012/13 and then £1.7m in 2013/14 (no figures are available from Government beyond this date). Together with the planned IT developments within Force, this represents a significant challenge and risk to the organisation.

Other funding streams add to the income of the Force including approximately £550k in PCSO funds, £550k from Special Police Charges and further funds received through alarms administration and firearms licensing. Proceeds of crime activity contributed £640k income in 2010/11.

The Constabulary plans to sustain its uncommitted general reserve at £5.3m or 3% of the net revenue budget requirement, through to 2014/15.

The medium term financial plan indicates that the net funding gap in the year 2012/13 will be £6.8m although this can be met from the Budget Equalisation Reserve which captures ongoing cash efficiency savings. In 2013/14 the net funding gap rises to £8.5m then £13.5m by 2014/15.

Set against the financial settlement for the Constabulary are a number of emerging risks. On a financial basis there is uncertainty about the continuation of a number of partnership funding streams, and the eventual mainstreaming of the Neighbourhood Policing Fund which may challenge the Force's ability to maintain neighbourhood policing in its current form.

Further pressures on the Force's finances and capacity are likely to come from public protest and the 2012 London Olympics. The presence of the British and Japanese Teams in Leicestershire will present further challenges to the Constabulary and its ability to manage and respond to these events effectively.

Leicestershire Constabulary is determined to build a strong and resilient organisation that provides value for money, allowing the Constabulary to serve and protect our communities and meet the regional and national challenges ahead.

## 7. Collaboration

Police forces in the East Midlands have worked together formally and informally over the past decade, recognising that joint working is a sustainable way of delivering a wide range of policing services to people within the East Midlands. Collaboration between the five police forces in the region has gained momentum due to continuing leadership and commitment from senior chief officers and police authority chairs and members.

The five chief constables and police authority chairs have agreed a set of principles which form the context for regional work: local policing will remain local, collaboration in operational and non-operational support services should be sought and the benefits and costs of working collaboratively will be shared between the five forces.

All of the public sector, including the police service, faces significant reductions in government grants. Whilst there are efficiencies to be made within forces, these will probably not bridge the entire gap and all available opportunities need to be considered.

This means collaboration is here to stay and is recognised with the Police and Crime Act 2009, as well as reflected in high profile reports by the Audit Commission and Her Majesty's Inspectorate of Constabulary.

A number of projects within the East Midlands Police Collaboration Programme are being developed in the following areas: Scientific Support, Professional Standards, Information and Communication Technologies, Legal Services, Procurement and Contract Management, Major Crime and Specialist Operations to reduce costs and enhance capacity and capability.

An example of one of the projects delivered last year by the East Midlands Police Collaboration Programme was the implementation of a Regional Review Unit that will save Derbyshire, Leicestershire, Lincolnshire, Northamptonshire and Nottinghamshire police forces over £300k. The unit will carry out reviews of undetected homicides, domestic murders, murder of vulnerable people, stranger rapes, non-stop fatal road traffic collisions, cold case rapes and cold case murders on behalf of all five forces.

Collaboration takes place not just internally between forces but also between other public and voluntary sector partners. The Constabulary will continue to explore collaborative ventures within the boundaries of the Force area as and where opportunities arise.

# Appendix A

## Summary of Targets

### **Reducing Crime**

- To reduce all crime by 5% in 2011/12 and a further 5% in 2012/13
- To reduce serious violent crime by 3%
- To reduce burglary in people's homes by 10%
- To reduce burglary in commercial premises by 10%
- To reduce the theft of vehicles by 3%
- To reduce theft from vehicles by 6% in 2011/12 and a further 6% in 2012/13

### **Detecting Crime**

- To detect 68% of serious violent crimes
- To detect 33% of serious sexual offences

### **Tackling Anti-Social Behaviour**

- To work to reduce ASB, reviewing the effect of new recording practices and to set reduction targets, with an emphasis on vulnerable and repeat victims, by 31 October 2011

### **Confidence and Satisfaction**

- To achieve an 'all user' satisfaction level of 88% with specific reporting in respect of:
  - Burglary
  - Vehicle crime
  - Violent crime
  - Racist incidents
  - ASB
  - Sexual offences
- To achieve a 61% confidence rating for the question 'Taking everything into account I think the local police do a good or excellent job.'
- To increase visible community patrol time by 20%, making best use of mobile data and new deployment principles
- To achieve a 10% conversion rate from search to arrest

### **Workforce**

- To maintain or improve on a maximum of 6.4 days lost through sickness absence for police officers
- To maintain or improve on a maximum of 7.4 days lost through sickness absence for police staff