

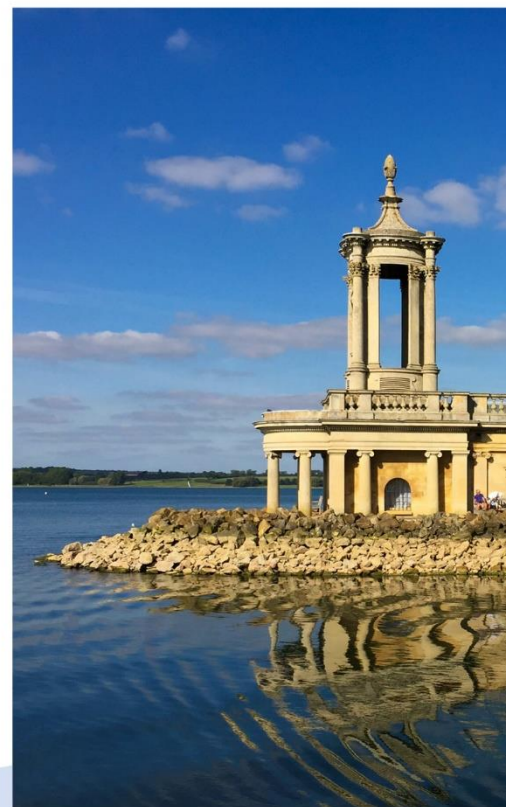


**POLICE & CRIME  
COMMISSIONER**  
for Leicester,  
Leicestershire & Rutland

**OFFICE OF THE POLICE AND CRIME COMMISSIONER**

**CANDIDATES PACK**

**PCC Elections 2024**



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# Introduction

Leicestershire Police serves a growing and diverse population across Leicester, Leicestershire and Rutland. Its force area of 979 square miles includes urban and rural communities, three universities and an international airport. The force serves a population of over 1.1 million.

Around 1.1 million people mainly live in the urban centres which include the city of Leicester and the towns of Loughborough, Market Harborough and Melton Mowbray. The resident population is ethnically diverse, with 22 percent from black, Asian and minority ethnic communities, and is increased by the very large number of university students and those who visit, socialise in, or travel through the county.

Demographics vary significantly in the city and two counties. Some communities are affluent, others have high levels of deprivation. Over half of the population of Leicester is from non-White British backgrounds with 130 languages and dialects spoken.

The purpose of this pack is to provide candidates for the elected position of Police and Crime Commissioner for Leicester, Leicestershire and Rutland (LLR) with key information. It also explains how the PCC's role relates to that of the Chief Constable and how each are held to account for the decisions they make and provides a range of other information to help candidates understand in practical terms what is involved in discharging the duties and responsibilities of the PCC.

As well as being responsible for setting the strategic direction for policing in LLR and for challenging and supporting the performance of Leicestershire Police, the PCC has wider responsibilities. These involve working with a range of strategic partners locally, regionally and nationally on community safety and crime reduction programmes and on enhancing the criminal justice system.

The PCC also has statutory responsibilities in relation to commissioning services to support victims of crime.

The PCC is supported in delivering their legal responsibilities by the Office of the PCC. It serves the PCC and provides a professional, executive function; the staff do not change with the election of a new PCC. All staff are politically restricted.

This document should be read in conjunction with the national PCC Candidate Briefing pack available on the Association of Police and Crime Commissioners website. If you have any questions or would like to discuss our work further, please do not hesitate to contact me on 0116 229 8980 or at email [OPCC@leics.police.uk](mailto:OPCC@leics.police.uk).

# Role of the Police and Crime Commissioner

Police and Crime Commissioners (PCCs) were elected for the first time in England and Wales in 2012. The fourth election for PCCs will be held in May 2024. The PCC does not have operational control over the police force – the Chief Constable has complete operational independence. However, PCCs have a responsibility for crime and disorder in their area, plus a statutory duty and electoral mandate to hold the Chief Constable to account on behalf of the public for the service he provides.

PCCs also have responsibility for deciding how to provide services to victims of crime in their area and wider responsibilities in relation to referral and assessment services. The PCC is the recipient of all funding, including the government grant, precept and other sources of income related to policing, crime reduction and support for victims of crime.

PCCs have the legal power and duty to:

- Maintain an efficient and effective police force for the area.
- Set the strategic direction and objectives of the police force through the Police and Crime Plan, the setting of which requires a statutory processes post-election.
- Have regard to the Strategic Policing Requirement (currently under review) to ensure there is sufficient capability regionally and nationally to respond to serious and cross-border criminality.
- Scrutinise, support and challenge the overall performance of the force including against the priorities agreed within the Plan.
- Hold the Chief Constable to account for the performance of the force's officers and staff.
- Receive all funds for policing and crime for the area.
- Agree the budget, allocating assets and funds to the Chief Constable.
- Set the Precept for the force area.
- Appoint (and remove if necessary) the Chief Constable.
- Enter into collaboration agreements that improve the efficiency or effectiveness of policing in consultation with the Chief Constable.
- Engage with the public and specifically victims, working to translate legitimate desires and aspirations into action.
- Publish information to enable the people who live in the force area to assess the performance of the PCC and Chief Constable.
- Prepare and issue an Annual Report to the Police and Crime Panel on the PCC's delivery against the objectives set within the Plan.

- Hold the Chief Constable to account for the handling of complaints and oversee the force complaints system. Implement a local complaint handling model and manage complaints against the Chief Constable.

The PCC also has wider responsibilities in their area for:

- Delivery of community safety and crime reduction.
- Bringing together Community Safety Partnerships.
- Making crime and disorder reduction grants.
- Ensuring that all collaboration agreements deliver better value for money (VfM) or enhance the effectiveness of policing capabilities and resilience.
- Enhancing delivery of criminal justice

## **Responsibilities for Fire Governance**

The Policing and Crime Act 2017 introduced opportunities for PCCs to take on responsibility for fire and rescue governance. Under the legislation, PCCs can join their local Fire and Rescue Authority, or PCCs can consult upon and submit a business case to the Home Secretary seeking to replace the Fire and Rescue Authority. This option formally creates a Police, Fire and Crime Commissioner (PFCC). Locally in Leicestershire the governing body of the Fire and Rescue Service is a Combined Fire Authority (CFA), made up of 17 elected Members.

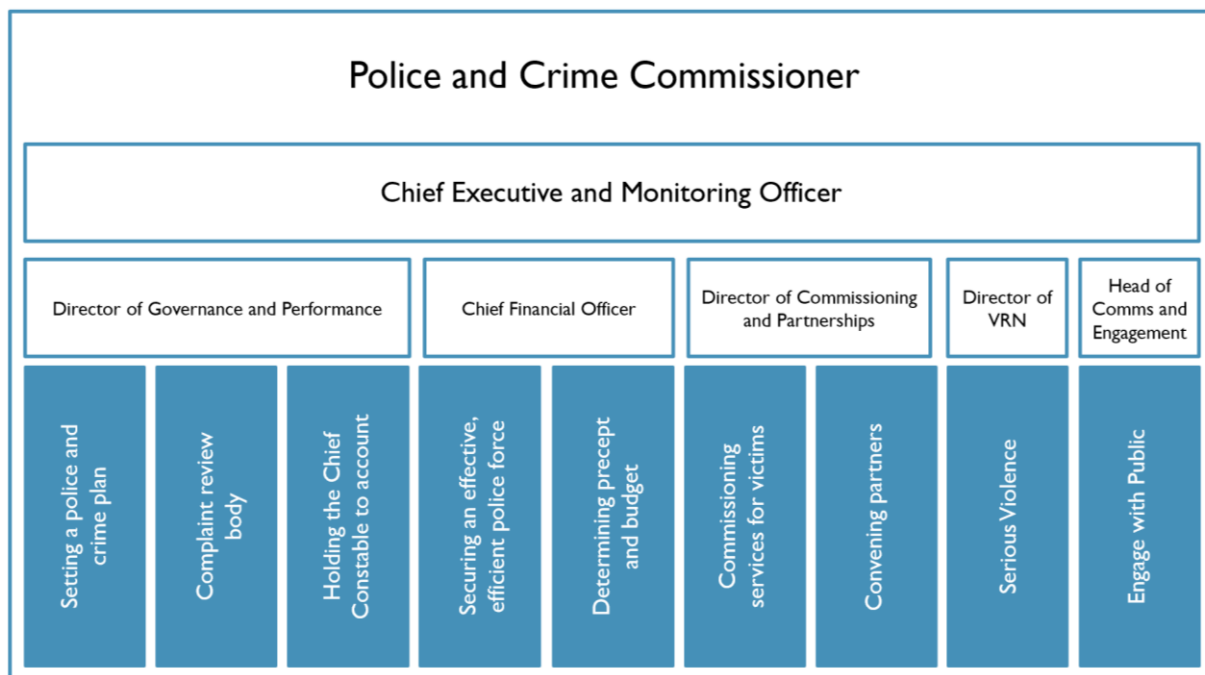
# Office of the Police and Crime Commissioner

The PCC is supported by the Office of the Police and Crime Commissioner (OPCC), this is a team of staff that support the discharge of the PCC's statutory responsibilities, the delivery of their Police & Crime Plan and the commissioning of support services for victims. All staff are politically restricted in accordance with the Local Government and Housing Act 1989.

The OPCC consists of a small team arranged around the statutory functions of the PCC with flexibility in role to enable the delivery of any Police and Crime Plan. It includes experts in areas such as policy, commissioning, performance, finance, communications and office support. The team supports the delivery of the PCC's functions and has no operational policing responsibility.

The OPCC is led by the CEO; in addition to the CFO, the senior leadership team consists of the following:

- Director of Governance and Performance.
- Director of Partnerships, Strategy and Commissioning.
- Strategic Director of the Violence Reduction Network.
- Head of Communications.





## Statutory Posts

The OPCC includes two statutory roles that the PCC must appoint to enable them to discharge their statutory functions:

### Chief Executive Officer – Claire Trewartha

Every PCC's office must have a Chief Executive Officer (CEO) who provides support and advice in delivering their vision, strategy and identified priorities and facilitates appropriate scrutiny of the police force's activities. They are also Head of Paid Service and responsible for ensuring the effective strategic and operational leadership of the OPCC.

The CEO's appointment must be on merit and confirmed by the Police and Crime Panel (P&CP). The post is politically restricted.

The CEO's main role is to support and advise the PCC in delivering their manifesto, as expressed through the Police and Crime Plan, and in undertaking their statutory duties and responsibilities, including:

- Strategy and resource planning.
- Partnership working, commissioning and service delivery.
- Engagement and information management, including obtaining the views of the public, media relations, research, strategic needs assessments.
- Scrutiny, evaluation and performance in relation to police force activities.
- Ensuring the OPCC is efficient and effective and high standards of conduct are maintained in accordance with the Nolan principles.

In addition, the CEO holds the role of Monitoring Officer. The function of the Monitoring Officer is to report to the PCC (and Police and Crime Panel) if it appears that any proposal, decision or omission by the PCC or by any person holding any office or employment under the PCC, constitutes, has given rise to or is likely to break the law or code of practice, and seek assurance of regularity, propriety and Value for Money (VfM) in the use of public funds.



## Chief Finance Officer – Kira Hughes

Every PCC is required to appoint a person to be responsible for the proper administration of their financial affairs, referred to as the Chief Finance Officer (CFO). The appointment is confirmed by the P&CP.

The CFO has similar and complementary statutory duties and responsibilities to those of the Monitoring Officer in connection with any unlawful, or potentially unlawful, expenditure of the PCC or those acting on their behalf. They must be a qualified accountant via an accountancy body recognised by IFAC.

The CFO is the PCC's professional adviser on financial matters. They must maintain a strong and constructive working relationship with the Chief Constable's CFO.

The Financial Management Code of Practice for the Police Forces of England and Wales sets out the responsibilities of the CFO (or s151 Officer). They include:

- Ensuring the financial affairs of the PCC are properly administered and that financial regulations are observed and kept up to date.
- Ensuring regularity, propriety and VfM in the use of public funds.
- Ensuring the funding required to finance agreed programmes is available from government funding, precept, other contributions, and recharges.
- Advising the PCC on the robustness of the budget and adequacy of financial reserves.
- Ensuring production of the statement of accounts of the PCC and confirming that they present a true and fair view of the financial position at the end of the financial year.
- Ensuring receipt and scrutiny of the statement of accounts of the Chief Constable and production of the group accounts.
- Advising, in consultation with the CE, on the safeguarding of assets, including risk management and insurance.





# Finance and Budgets

Although the day-to-day management of finances is delegated to the Chief Constable, the PCC retains strategic oversight and cannot delegate the setting of the budget or precept. Additionally, the PCC also owns all the force's assets and financial reserves.

The PCC receives all funds for the running of Leicestershire Police and the Office of the Police and Crime Commissioner. Through an annual process, and with the support of the OPCC CFO, the PCC will agree with the Chief Constable and the Chief Executive where those funds should be directed across Force and PCC priorities.

The PCC also receives separate grant funding from the Ministry of Justice (MoJ) to provide services to help victims of crime and can bid for further grant funding during the year when funding streams are made available by government.

## Budget

The combined OPCC and Leicestershire Police revenue budget for 2023-24 was £264.7m. Policing is paid for by Government Grants and locally raised council tax.

The level of increase in council tax each year is proposed by the PCC to the Police and Crime Panel. The Government determines the level of increase above which a local referendum would be required.

2024-25 Planned Expenditure)	£
Police Office Pay & Allowances	141,656,410
Staff & PCSO Pay & Allowances	67,490,406
Regional Collaboration	10,775,177
Police Officer Pensions	4,109,567
Non-Pay Expenditure	50,326,126
Inflation Contingency	4,335,217
Commissioning	4,654,011
Office of the Police and Crime Commissioner	1,993,904
<b>TOTAL</b>	<b>285,340,818</b>

# Monitoring Performance

One of the main responsibilities of the Police and Crime Commissioner is to hold the Chief Constable to account for delivery of the Police and Crime Plan and performance of the Force. The exact method by which Commissioners hold their force to account is not prescribed in law, and there exist many different approaches.

In Leicestershire the OPCC has established a governance framework to discharge this duty, part of which includes regular meetings, Corporate Governance Board, where the Chief Constable formally reports on progress against the Police & Crime Plan and other strategic and performance issues. These meetings are supplemented by workshops and one-to-one discussions between the PCC and Chief Constable, and other senior officers, when required.

Led by the PCC the OPCC delivers:

- Weekly one-to-one briefings with the Chief Constable that focus on delivery of the priorities in the Police and Crime Plan.
- The bi-monthly Corporate Governance Board which provides the PCC with the opportunity to hold the Chief Constable to account and shine a light on any areas of concern.
- An independent joint Leicestershire Police and OPCC Audit and Risk Committee that looks at financial and risk management as well as internal controls.
- Receiving bespoke briefings from the force on significant and/or sensitive issues.
- A suite of independent scrutiny panels providing assurance on the ethics and legitimacy of the force.

This is complemented by:

- Senior OPCC staff attending key force performance meetings.
- OPCC staff carrying out further checks such as reviewing performance information including dip samples.
- Regular liaison between senior OPCC staff and chief officers on matters including finance, estates, procurement and IT matters.

In addition, the PCC receives regular objective assessments from Her Majesty's Inspectorate of Constabulary and Fire & Rescue Services (HMICFRS) and can commission HMICFRS to conduct inspections.

In the interests of transparency, the OPCC publishes details of key decisions made by the PCC which are considered to be of significant public interest. Details of all items of expenditure over £500 are also published.

## Independent Custody Visitors

Independent Custody Visitors (ICVs) carry out unannounced visits to police custody suites to check on the welfare and fair treatment of individuals detained by Leicestershire Police. They also check the conditions of custody to help enhance the safety and effectiveness of custody for everyone.

Independent Custody Visiting was introduced in England as a result of the recommendations from the Scarman Report into the 1981 Brixton riots, that aimed to improve equality and trust in policing. Managing a Custody Visiting scheme is one of the statutory duties of the PCC as part of their scrutiny of Leicestershire Police performance.

Reports by volunteer custody visitors completed after each visit are provided to both Leicestershire Police and the OPCC, who then work together to address any concerns and improve processes.

You can read the full ICV Annual Report for 2022-23 online: <https://bit.ly/ICV-Annual-Report-2022-23>.

## Animal Welfare Scheme

Animal Welfare Scheme (AWS) visitors are independent members of the local community, who may be accompanied by professionals from animal welfare organisations, who will visit police animal training centres unannounced to check on the welfare of animals engaged in police work. They come from a variety of backgrounds and sections of the community and have no direct or indirect involvement in the criminal justice system. This is to prevent possible conflicts of interests for the individual, and to maintain the independence of the scheme as a whole.

The AWS was introduced following the death of a police dog whilst in training in Essex in 2014 and the subsequent prosecution of police officers which resulted in an understandable loss of public confidence in police dog training methods.

## Scrutiny Panels

Scrutiny Panels, made up of stakeholders and members of the public, provide independent scrutiny of key areas of policing in Leicestershire – these functions are overseen by the independent Ethics and Transparency Panel. Attendees are provided access to data from Leicestershire Police and advise the Force and PCC on ways to improve performance and trust in policing.

The Panels remits include:

- Stop and Search and Use of Force.
- Custody Scrutiny Panel.
- Hate Crime Scrutiny Panel.
- Out of Court Disposals Scrutiny Panel.
- Police Complaints.
- Ethical Dilemmas.
- Reviews of Gifts and Gratuities.
- Body Worn Video Reviews.
- Review and Scrutiny of Force/OPCC Policies.

More information concerning scrutiny of Leicestershire Police performance can be found online: <https://bit.ly/Ethics-and-Transparency-Panel>.

# Commissioned Services

One of the key roles of PCCs is commissioning projects, services and activities geared towards promoting community safety, mitigating offending behaviour and providing support for victims of crime. As set out in legislation, PCCs also have responsibility for commissioning victim services in their area and to ensure victims have access to the support they need, when they need it.

This means developing funding and overseeing delivery to make sure victims of crime are getting a quality service. It is up to each individual PCC to determine how best to allocate funding to make sure that victims have access to the best and most appropriate support and advice available.

The MoJ provides an annual grant to each PCC based on population. The grant covers the provision of general services for victims of crime, and some specialist services, such as domestic abuse and sexual violence. It also includes funds for the commissioning and coordination of Restorative Justice. The Home Office has indicated 0.5 million for the implementation of Immediate Justice to be delivered from Autumn 2024.

The grant for Leicestershire in 2024-25 is £1.279m, but the PCC has match funded this figure making available for commissioned services and grants – the same level as the previous two years.

The OPCC currently commissions the following services:

- **Core Victim Referral and Support Service:** Victim First provides free and confidential support, advice, signposting and referrals for residents who have been a victim of crime. They work in collaboration with specialist services and other commissioned providers.
- **Restorative Justice Service:** Restorative Solutions deliver victim-led restorative justice opportunities that support victim recovery and reduce reoffending.
- **Independent Sexual Violence Adviser (ISVA) and Sexual Violence Support Service:** To ensure that effective support is available to victims of rape and sexual violence. Support is also commissioned for victims of child sexual assault, including adults who wish to access services to help them deal with non-recent abuse.

Funding and grants are also provided to other services and local partners to support victims and tackle crime and disorder in Leicestershire. They include:

- **Community Safety Fund (CSF):** The PRSRA 2011 enables PCCs to issue grants to support crime and disorder reduction within their police area. A portion of the commissioning budget is awarded to local councils' Community Safety Partnerships (CSPs) and other organisations. The CSF is flexible and helps meet the needs of the communities, based on local crime profiles.

To further the delivery of services, the Home Office and the MoJ have also previously provided bespoke, time limited funding. In Leicestershire, examples include:

- Funding from the MoJ to recruit four specialist ISVAs for the period July 2020 to March 2022. The funding is supporting dedicated ISVAs for neurodivergent victims, young people and male victims.

- Funding from the Home Office to support the LLR Violence Reduction Network, a partnership between the police, local councils, health service providers and other key agencies to deliver a reduction in violence across the city and two counties.
- Increased funding in 2021-22 for services supporting victims of domestic abuse and sexual violence due to the demand seen during the Covid pandemic.

## Commissioning Budget

- The Commissioning Framework for 2024-25 aligns to the priorities contained within the Police and Crime Plan and provides a budget of £4.654m.
- The 2024-25 commissioning budget includes £0.4m for small grants to community organisations which are awarded in line with the Police and Crime Plan priorities.
- The OPCC commissions the Force to deliver a number of services including Integrated Offender Management, Police Offender Management and contributes towards Multi Agency Risk Assessment Conference (MARAC) posts. In 2024-25 the OPCC agreed to provide a further £400k towards the Force's Prevention and Partnership Strategy.
- The MoJ Victims and Witnesses Grant has been confirmed at £1.279m for 2024-25.
- The OPCC also has opportunities to submit bids to funding bodies (normally government departments) for additional, normally in year, funding. It is anticipated that further significant additional funding will be acquired for 2024-25. The OPCC has already secured additional funding of £5.4m for 2023-24, £5.6m for 2024-25 and £0.4m for 2025-26.



# Violence Reduction Network

The Violence Reduction Network (VRN) is LLR's version of a Violence Reduction Unit (VRU). It was established in September 2019 following receipt of Home Office funding and it has continued to receive annual funding from the Home Office since then. It has also secured funding from other sources including the Youth Endowment Fund (YEF).

The VRN is one of 21 Violence Reduction Units (VRUs) across the United Kingdom committed to understanding and tackling the root causes of violence. We named our VRU a Network to reflect our core belief that everyone has a role to play and we can only prevent violence if we work together. The Network comprises of a wide range of organisations and community groups, all supported by a central multi-disciplinary team which is based alongside the Police and OPCC at Headquarters. Governance for the VRN is provided through the Strategic Partnership Board (SPB).

The VRN takes a public health approach to our work, investing and using data and research, focusing on prevention and early intervention as well as Criminal Justice responses and working closely with communities to develop, deliver and evaluate solutions.

The VVRN produces a Strategic Needs Assessment (SNA) on an annual basis to provide a comprehensive assessment of serious violence across LLR. This document is a publicly accessible summary aimed at providing an overview of the main findings and recommendations.

The aim of the SNA is to increase understanding of the types, distribution and extent of serious violence in the local area and to help local partners to identify the people and groups who are most vulnerable to being or becoming victims or perpetrators of violence.

The SNA underpins the partnership's Preventing Serious Violence Strategy, a five-year strategy which includes system wide priorities, all designed to both prevent and reduce serious violence in our area.

Since its establishment, the VRN has developed into a highly successful partnership which has been nationally recognised through evaluations and readiness assessments. Alongside designing and delivering interventions which have secured positive outcomes for children and young people, there have also been reductions in serious violence in the areas in which the VRN seeks to have an impact.

More information on the VRN including the latest SNA can be found on the website:

<https://www.violencereductionnetwork.co.uk>.

# Partnership Working

Policing cannot be done alone and constructive partnership working to create a safer county is fundamental to the role of the PCC.

There are statutory duties to discharge - specifically by working with local Community Safety Partnerships (CSPs) to develop local approaches to reduce and prevent crime and working with criminal justice partners to deliver efficient and effective criminal justice system.

The following is a non-exhaustive summary of the key partners the OPCC has historically worked closely with. Naturally, specific governance and partnerships ebb and flow depending on specific policy and community safety initiatives being undertaken by the team.

- **Strategic Partnership Board:** A partnership of all the key organisations across LLR including all the local authorities, the police, health and mental health, fire, probation, prisons and others. Its remit is to address human behaviours that cause harm to people and communities. Its approach is a preventive one - it has adopted the Public Health Model to understand the risk factors for harmful behaviour and to address those. This is also the formal governance board for the Violence Reduction Network (VRN).
- **Community Safety Partnerships (CSPs):** Made up of representatives from the police, local council, fire service, health service, probation as well as others. The Police Reform and Social Responsibility Act (PRSRA) 2011 places a mutual duty on these bodies and the PCC to co-operate with each other. In LLR, they are organised at local authority level.
- **Local Criminal Justice Board:** The PRSRA 2011 sets out the reciprocal duty on PCCs and other criminal justice agencies to work together to provide an efficient and effective criminal justice system for their area. The Board brings together senior strategic partners from the relevant agencies, such as the police, the courts and the CPS. The LLR Criminal Justice Board is chaired by the Chief Constable.

## People Zones

People Zones is an initiative that is designed to build on the positivity and skills of communities around LLR to make these areas safer for everyone.

By working together in partnership with residents and local organisations, we can aim to reduce crime and anti-social behaviour, making our neighbourhoods safer, giving people a sense of pride in their communities and improving quality of life.

There are currently three active people zones being New Parks, Thringstone and Whitwick and Bell Foundry.

# Engagement with the Public

A PCC has a statutory obligation to engage with communities under the Police Reform and Social Responsibility Act 2011.

Commissioners are required to:

- Listen to and value the voice of the people in policing matters.
- Ensure communities are given the opportunity to participate to the fullest possible extent in the decisions that affect their lives and in delivering the police services that make a difference to them.
- Offer a wide range of engagement activities to give as many people as possible including diverse groups an opportunity to participate.

In Leicestershire, the OPCC has historically supported the following forms of engagement with residents:

- **Formal Consultations:** Including to support development of the local Police and Crime Plan and to inform the Commissioner's proposal for the amount of council tax that residents will pay towards policing each year.
- **Annual Surveys:** To understand the concerns and priorities of the residents of LLR in relation to crime and policing.
- **Public Meetings:** Including both in-person events and online sessions, ensuring a spread across all boroughs and districts. The OPCC also supports events that are held by Leicestershire Police, such as staff recognition events and 'pass out' parades that are attended by the families of police officers and staff.
- **Media Appearances:** Engaging in media appearances enhances public awareness and fosters transparency - strengthening trust and encouraging resident involvement in shaping and supporting effective policing strategies.
- **Stakeholder Engagement:** The Commissioner regularly engages with partners, to support local initiatives and foster good working relationships between agencies.
- **Invites:** The Commissioner is often invited to attend meetings of local community groups, to address concerns or provide information on policing in Leicestershire.

Many people also contact the OPCC to provide feedback on the local policing service, raise areas of concern and request meetings with the Commissioner.

During 2023 the OPCC assisted residents of LLR in responding to:

- Approximately 6,500 pieces of correspondence
- 25 Freedom of Information requests
- 5 Subject Access Requests.

Alongside this the OPCC has around 8,000 social media followers, it also has over 860 subscribers to its regular newsletter.

# Complaints and Legitimacy

The PCC has statutory responsibility for:

- The local oversight of complaint handling by Leicestershire Police
- Acting as an independent Review Body for some complaints that have been made through the formal complaints system of Leicestershire Police
- Dealing with complaints made against the Chief Constable Complaints about Leicestershire Police

On behalf of the PCC the OPCC delivers:

## Complaint Reviews

If a resident has already submitted a complaint to Leicestershire Police's complaints system and remains dissatisfied following a formal outcome, they can make a request to the OPCC to independently review the outcome of the complaint.

The OPCC will then consider whether the outcome of the complaint was reasonable and proportionate and identify any learning or recommendations that are relevant for Leicestershire Police. In an average year, the OPCC deal with approximately 130 complaint reviews.

More information concerning the review process can be found online: <https://bit.ly/Complaints-and-Reviews>

## Misconduct Hearings

Until 2008 cases of alleged serious misconduct were heard by the Chief Constable, or on their behalf by another senior police officer. From 2008, a misconduct hearing panel of three, comprising a senior police officer and another officer senior in rank to the accused officer, and a lay person, heard such cases.

Since 2012 the panel for each case has comprised three persons: a Legally Qualified Chair (LQC), a senior police officer (usually a Superintendent or Chief Superintendent) and an Independent Panel Member (IPM). Since 2014 police misconduct cases have been heard in public, except where there are special reasons for all or part of a hearing to be in private. In the average year the number of misconduct hearings and accelerated hearings is around 16.

**Note:** Following a national review of police misconduct processes, the role of the LQC in misconduct proceedings will become more advisory. Implementation of this new model is due to take effect from 1<sup>st</sup> April 2024.

## Police Appeals Tribunals

A police officer of a rank up to and including Chief Superintendent has a right of appeal to a Police Appeals Tribunal (PAT) against any disciplinary finding and/or disciplinary outcome imposed at a misconduct hearing held under the relevant Police Conduct Regulations. Senior police officers, in addition, have the right to appeal to a PAT against any disciplinary finding and/or outcome imposed at a misconduct meeting.

The composition of a PAT is set out in Schedule 6 to the Police Act 1996 (as amended). Where the appeal is made by a police officer who is not a senior officer, the PAT appointed by the local policing body will consist of: a legally qualified chair drawn from a list maintained by the Home Office, a serving senior officer, and a lay person.

To support the above processes, PCCs are responsible for the recruitment of Legally Qualified Chairs and Independent Panel Members, who are then appointed by Commissioners to assist in proceedings. To undertake this important role, it is essential that they have the most up to date and relevant training. This last took place in Winter 2023, following a recruitment exercise to widen the pool of IPMs. In the average year the number of PAT administered by the OPCC is 4.

# Leicestershire Police

## Chief Officer Team

### **Rob Nixon QPM** **Chief Constable**

Rob Nixon was appointed as Chief Constable in November 2022. He joined Leicestershire Police in 1993 and was appointed Assistant Chief Constable in April 2017, with responsibility for local policing, crime and intelligence and public protection, before being promoted to Deputy Chief Constable in February 2018.

As Assistant Chief Constable, Rob worked on collaborative projects across Leicestershire, Northamptonshire, and Nottinghamshire. From 2009 to 2014, he was also Chief Superintendent for the Leicester City Basic Command Unit.

In 2008 he was appointed as the Head of the Community Safety Bureau, and was responsible for the development of strategic partnerships, implementation of neighbourhood policing, anti-social behaviour, Offender Management and Counter Terrorism.

Rob was appointed as Detective Inspector in charge of the City CID in 2002, with responsibility for introducing the force approach to Offender Management.

Rob chairs the Leicestershire's Local Criminal Justice Board, which brings together all local criminal justice agencies to improve the efficiency and effectiveness of the local criminal justice system. He also chairs of the Leicestershire Local Resilience Forum bringing together agencies in order to prepare for localised incidents and catastrophic emergencies.

Rob was awarded the Queen's Police Medal (QPM) in December 2020 as part of the Queen's New Year's Honours list.

In April 2023 Rob was appointed to the National Police Chiefs Council (NPCC) lead for Criminal Justice and chairs the national Criminal Justice Coordination Committee. He works on behalf of policing with the Home Office, Ministry of Justice, Number 10 Delivery Unit, CPS and the courts service and is a member of the National Criminal Justice Board. In May 2023 he was appointed to be a member of the Sentencing Council and represents policing on the Criminal Justice Rules Committee.

Outside of policing Rob is a keen pilot, skier and enjoys cycling to keep fit.





## David Sandall



### Deputy Chief Constable

David Sandall has served with Leicestershire Police since 1999, commencing his policing career from the old Asfordby Street and Charles Street Police stations in Leicester, following on from his father and grandfather in serving in Leicestershire Police as part of over 80 years family service.

In May 2022, David became Temporary Deputy Chief Constable. Following an external recruitment process and a comprehensive interview, David became the Deputy Chief Constable in January 2023.

Outside of work David lives in Leicestershire with his family. He enjoys sport and being outside with his active children. David previously managed a local children's football team for many years and he still volunteers locally, currently supporting his local scout group and he is in his second term as a Trustee for Scouting nationally.

**Adam Street**  
**Assistant Chief Constable**



Adam has served with Leicestershire Police since 1995, commencing his policing career at Narborough and Wigston stations before transferring to CID in the City. He served there as a Detective Constable and Detective Sergeant until 2001, when he returned to frontline uniform police Sergeant roles before being promoted to Inspector in 2005.

**Michaela Kerr**  
**Assistant Chief Constable**



Michaela Kerr is the force's new Assistant Chief Constable (Crime, Intelligence, Criminal Justice) and joins us from Greater Manchester Police.

**Paul Dawkins**  
**Assistant Chief Officer (Finance)**



Paul Dawkins is Assistant Chief Officer (ACO) Finance & Resources for Leicestershire Police.

He is responsible for Finance, Estates, Vehicle Fleet, Procurement and Support Services and also holds responsibility for Information Technology.

Paul is a qualified Chartered Public Finance Accountant and holds both a Masters Degree in Business Administration and a Post Graduate Diploma in Management Studies.

**Alastair Kelly**  
**Assistant Chief Officer (Human Resources)**



He is responsible for the HR offer for Leicestershire together with regional accountability for Occupational Health and Learning & Development.

He is a Chartered Fellow of the Chartered Institute of Personnel and Development and holds an MSc in Industrial Relations from the London School of Economics.

Alastair joined the Force in January 2020 bringing with him a balance of public and private sector experience. He is a member of the Central Arbitration Committee (CAC) and a board director of Northumbria University Student Union.

## **HMICFRS**

His Majesty's Inspectorate of Constabulary and Fire & Rescue Services independently assesses the effectiveness and efficiency of police forces and fire & rescue services – in the public interest.

The HMICFRS PEEL inspections assess all police forces in England and Wales on their Efficiency, Effectiveness and Legitimacy (PEEL). Forces are graded on the three pillars based on inspection findings, analysis and professional judgement.

A full breakdown of the latest assessment of Leicestershire Police can be seen below:

Outstanding	Good	Adequate	Requires Improvement	Inadequate
Recording data about crime	Treatment of the public	Investigating crime		
Preventing crime	Managing offenders	Responding to the public		
Protecting vulnerable people	Developing a positive workplace			
Disrupting Serious Organised Crime	Good use of resources			

# Oversight of the Police & Crime Commissioner

A Police and Crime Panel (P&CP) exists in every area where there is an elected PCC.

The Panel is required to support the PCC and provide a check and balance in relation to the performance of the PCC. The Panel does not scrutinise the Chief Constable – it scrutinises the PCC's exercise of their statutory functions. While it has a role in challenging the PCC, it must also exercise its functions with a view to supporting the effective exercise of the PCC's functions.

The LLR P&CP consists of a minimum of ten councillors, from each district and two independent members appointed based on knowledge and expertise.

Leicestershire County Council currently hosts the P&CP and provides advice and support to members.

The Panel usually meets five times per year and the PCC is expected to attend each meeting along with the CEO and CFO. Agendas are agreed in advance with the aim of no surprises at the meeting - the Panel aims to review every aspect of the Police and Crime Plan at some point during the PCC's term of office, with a focus on areas of particular interest or concern. Meetings are held in public and webcast.

The P&CP's powers are to:

- Review and make recommendations on the Police and Crime Plan.
- Review the precept and veto if it is not content.
- Review the appointment of a Deputy PCC, PCC's CEO and CFO.
- Review the appointment of a Chief Constable and veto if not content.
- Review and make recommendations on the PCC's Annual Report.
- Review decisions and actions of the PCC.
- Handle complaints about a PCC (serious complaints and conduct matters must be passed to the IOPC).

If the Panel seeks to scrutinise the PCC on an operational matter, the Chief Constable may be invited (but cannot be required) to attend alongside the PCC.

# National Bodies

Organisation	Details
Association of Police & Crime Commissioners (APCC)	Supports PCCs, and other local policing bodies across England and Wales, to provide national leadership and influence change in the policing and criminal justice landscape
Association of Policing and Crime Chief Executives (APACE)	The professional body which represents Chief Executives and other senior staff within OPCCs.
Police and Crime Commissioners Treasurers' Society (PACCTS)	Represents the Chief Finance Officers of each of the 41 PCCs in England and Wales, as well as the Treasurer to the Mayor's Office for Policing and Crime, and the Chamberlain of the Common Council of the City of London.
National Police Chiefs' Council (NPCC)	Brings UK police leaders together to set direction in policing and drive progress for the public.
Her Majesty's Inspectorate of Constabulary and Fire & Rescue Services (HMICFRS)	Independently assesses the effectiveness and efficiency of police forces and fire & rescue services – in the public interest.
BlueLight Commercial	A company limited by guarantee, owned by its members (currently all PCCs). Established to act on behalf of policing and ensure effective management of critical supply chains and the delivery of improved Value for Money (VfM).
College of Policing (CoP)	Has a mandate to set standards in professional development, including codes of practice and regulations, to ensure consistency across the 43 forces in England and Wales.
Home Office (HO)	Lead government department for immigration and passports, drugs policy, crime, fire, counter terrorism and police.
Independent Office of Police Conduct (IOPC)	Has oversight of the effective functioning of the police complaints system and power to make regulations. Also investigates the most serious and sensitive incidents, complaints and allegations involving the police.

Organisation	Details
National Crime Agency (NCA)	Focuses on cutting serious and organised crime. Works to build the best possible intelligence picture of serious and organised crime threats, pursue the most serious and dangerous offenders and develop specialist capabilities.
Crown Prosecution Service (CPS)	Prosecutes criminal cases that have been investigated by the police and other investigative organisations. Makes decisions independently of the police and government.
Ministry of Justice (MoJ)	A major government department at the heart of the justice system. Works to protect and advance the principles of justice. Responsible for courts, prisons, probation and attendance centres.
VfM Police Digital Service (PDS)	A company limited by guarantee, owned by its members (most of whom are PCCs). Formerly the Police ICT Company, it is the delivery vehicle for the National Policing Digital Strategy and supports policing to get more from technology investments.
Local Government Association (LGA)	A membership organisation, comprising most English councils, Welsh councils, fire authorities, national parks, as well as some parish/town councils and PFCCs. Works to support, promote and improve local government.
National Audit Office (NAO)	Scrutinises public spending to help the Government in its drive to improve public services. Audits the financial statements of all central government departments, agencies and other public bodies.





**POLICE & CRIME  
COMMISSIONER**  
for Leicester,  
Leicestershire & Rutland



**Office of the Police and Crime Commissioner for Leicester, Leicestershire & Rutland**

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