

Meeting: Leicester, Leicestershire and Rutland Police and Crime Panel

Date/Time: Monday, 9 June 2025 at 2.00 pm

- Location: Sparkenhoe Committee Room, County Hall, Glenfield
- Contact: Damien Buckley (Tel: 0116 305 0183)
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<u>Membership</u>

<u>Please note</u>: this meeting will be filmed for live or subsequent broadcast via the Council's web site at <u>www.leicestershire.gov.uk</u> – Notices will be on display at the meeting explaining the arrangements.

AGENDA

Report by

1. Election of Chairman.

Item

- 2. Election of Deputy Chairman.
- 3. Minutes of the meeting held on 9 March 2025.
- 4. Public Question Time.
- 5. To advise of any other items which the Chairman has decided to take as urgent elsewhere on the agenda.
- 6. Declarations of interest in respect of items on the agenda.

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(Pages 3 - 8)

7.	Police and Crime Commissioner's Update.	(Pages 9 - 82)
8.	Corporate Governance Board Update.	(Pages 83 - 90)
9.	East Midlands Special Operations Unit (EMSOU) Collaboration.	(Pages 91 - 94)
10.	Monitoring the Police and Crime Plan 2024-29.	(Pages 95 - 100)
11.	Date of next meeting.	100)
	The next meeting of the Panel is scheduled to take place on 8 September 2025.	
12.	Any other items which the Chairman has decided to take as urgent.	

Agenda Item 3

Minutes of a meeting of the Leicester, Leicestershire and Rutland Police and Crime Panel held at County Hall, Glenfield on Monday, 24 March 2025.

PRESENT

Mrs D. Taylor CC (in the Chair)

Cllr. Liz Blackshaw Cllr. E. Cutkelvin Cllr. Jim Knight Cllr. Michael Mullaney Cllr. Christine Wise

<u>In attendance</u> Rupert Matthews – Police and Crime Commissioner Charlotte Chirico - Deputy Police and Crime Commissioner Claire Trewartha – Chief Executive, Office of the Police and Crime Commissioner

65. Election of Vice-Chairman.

It was agreed that this agenda item would be deferred until the meeting on 9 June 2025.

RESOLVED:

That this agenda item be deferred until the meeting on 9 June 2025.

66. <u>Minutes of the previous meeting.</u>

The minutes of the meeting held on 5 February 2025 were taken as read, confirmed and signed.

67. Public Question Time.

The Chairman reported that the following question had been received from Mr Barry Walker CC:

"What action has the Police and Crime Commissioner taken to hold the Chief Constable to account in relation to Leicestershire Police's approach to the illegal use of E-bikes and E-scooters on pedestrianised areas thought Leicestershire?"

Reply by the Police and Crime Commissioner:

- 1. The Commissioner is aware of the concerns surrounding E-scooters. It appears to be a problem across Leicester, Leicestershire and Rutland. Cyclists with no lights in the hours of darkness, cyclists riding on pedestrian footways and now the dangers associated with e-scooters and e-bikes are national matters causing concern to all Road Safety Partnerships.
- 2. The production and sale of e-scooters is NOT illegal and therefore retailers can legitimately sell them without restriction. This presents a significant issue in so much as there are a vast number of e-scooters in the public domain and the reality is that police resources are limited to match this growing use. However, despite the operational challenges, the police continue to enforce with regular, dedicated police operations on them.

3. Road Safety is one of the Commissioners priorities within the new Police and Crime Plan, due to commence from April 2025.

<u>Campaigns</u>

- 4. The Commissioner continues to support the Force's campaigns to educate the public around the legality of e-scooters and modified ebikes and will take action to enforce where necessary. This has been publicly supported by the Commissioner across his networks numerous times.
- 5. The Force awaits further guidance from the Government regarding legislative changes in relation to e-scooters or e-bikes, something campaigned for by the Commissioner but in the meantime, he will continue to support the Force with local operations, education and enforcement with the available resources.
- 6. The Commissioner has written to all of Leicester, Leicestershire and Rutland's MPs, urging them to use their influence in Westminster to obtain assurances from the government that action will be taken to minimise the potential dangers of e-scooters on road users, all while benefiting from the accessible and environmentally friendly mode of transportation they offer. This letter was sent on 20th June 2022.

Community Engagement

- 7. The Commissioner has met with the local policing Inspector/s across the force area, but most notably North-West Leicester and the City Centre to discuss the number of local operations under Op Pedalfast that have taken place to tackle the growing use of e-scooters and modified e-bikes. Local officers regularly publicise the outcome of their enforcement online to deter others.
- 8. The latest instance of this was as recent as February, in which the Commissioner was briefed by an Inspector in the City Centre, on the latest targeted operation where 29 e-scooters were seized in 1 hour.

<u>Funding</u>

9. The Commissioner has funded a programme to increase the safety of young drivers and road users and curb anti-social behaviour, including the use of E-scooters, providing grant funding worth £5,704 to youth organisation Young Leicestershire Ltd to support the delivery of The Road Revolution Programme.

Corporate Governance Board

- 10. The Commissioner has worked with the Chief Constable to ensure there is a robust policing response to the anti-social use of vehicles such as e-scooters and illegal bikes.
- 11. The e-scooters policy and force approach was discussed at a CGB in November 2022, and the Commissioner was satisfied that this provided a strong and clear response as to how the use of e-scooters would be policed across Leicester, Leicestershire and Rutland.
- 12. This policy was also presented to the Police and Crime Panel in March 2023.

68. Urgent Items.

There were no urgent items for consideration.

69. Declarations of interest.

The Chairman invited members who wished to do so to declare any interest in respect of items on the agenda for the meeting.

No declarations were made.

70. Change to the Order of Business.

The Chairman sought and obtained the consent of the Board to vary the order of business from that set out on the agenda for the meeting.

71. Complaints Subcommittee Procedure.

The Panel received a report of the Director of Law and Governance which sought approval to formally establish a subcommittee to deal with the consideration of complaints about the conduct of the Police and Crime Commissioner and/or the Deputy Police and Crime Commissioner for Leicester, Leicestershire and Rutland by Subcommittee.

RESOLVED:

That the proposal to formally establish a subcommittee to deal with the consideration of complaints about the conduct of the Police and Crime Commissioner and/or the Deputy Police and Crime Commissioner for Leicester, Leicestershire and Rutland by Subcommittee, be approved.

72. Performance of Leicestershire Police Concerning Rape Cases Task and Finish Group.

The Panel considered a report of the Director of Law and Governance which sought approval to formally establish a Task and Finish group in order to provide additional scrutiny of the Police and Crime Commissioner's activity to improve the performance of Leicestershire Police when it comes to Rape cases, in terms of outcomes for victims. A copy of the report, marked 'Agenda Item 10', is filed with these minutes.

The Panel were in agreement that it was likely that there would not be adequate time in order to complete the work within the specified timeframe. The scoping document outlined a completion deadline of 9 June 2025. It would therefore be likely that the timeframe would need to be extended. In addition to this, it was suggested that it could be necessary to expand the scope of work so that the Panel could fully scrutinise the Police and Crime Commissioner's activity to improve the performance of Leicestershire Police when it comes to Rape cases in terms of outcomes for victims.

RESOLVED:

That the proposal to formally establish a Task and Finish group in order to provide additional scrutiny of the Police and Crime Commissioner's activity to improve the performance of Leicestershire Police when it comes to Rape cases, in terms of outcomes for victims, be approved.

73. Local Criminal Justice Board Update.

The Panel received a report of the Police and Crime Commissioner (PCC) which provided an update in relation to the development of the work of the Local Criminal Justice Board (LCJB) and Local Criminal Justice updates. A copy of the report, marked 'Agenda Item 6', is filed with these minutes.

Arising from discussion, the following points were raised:

- (i) The Chairman raised concern that it was not clear how some of the issues included within the report were relevant at a local level. The Deputy Police and Crime Commissioner (DPCC) acknowledged that a large amount of information had been included within the report. However, many of the issues highlighted report had been included as they were relevant at both a national and a local level, such as a backlog of cases in the Crown Court and prison overcapacity issues.
- (ii) In relation to the prison Early Release Scheme, concern was raised that there was often not adequate housing provision for prison leavers within the force area. The Police and Crime Commissioner acknowledged this concern and stated that challenges or housing authorities often occurred when prison leavers were resettled within the force area. A prison leaver task group, led by the LCJB Chair, in conjunction with key stakeholders, would be created by the Office of the Police and Crime Commissioner (OPCC) in order to explore the issue of housing availability for prisoners resettled within the force area.
- (iii) A question was raised regarding the impact of the Early Release Scheme on the local communities, in terms of crime. The DPCC assured the Panel that the reoffending rate across the force area had remained low. She agreed that clear communication on the Early Release scheme would be essential in providing local communities with assurances regarding safety. The DPCC agreed to provide the Panel with a breakdown of reoffending rates relating to the Scheme.
- (iv) The DPCC stated that it was not clear whether the strategy for release in future tranches of the Scheme would be similar to that relating to the first two tranches. Certain offence types had been excluded, which largely fall into the categories of domestic abuse, including coercive and controlling behaviour, stalking, sexual offences and national security offences. The DPCC agreed to provide the Panel with information relating to the strategy once the position was clear.
- (v) With regards to the recommendations outlined within the report, the DPCC confirmed that an action plan had been developed to measure performance and that work against these was progressing. The Chairman stated that it would be important for the Panel to have oversight of performance against this action plan. The DPCC agreed to provide the Panel with an overview of progress relating to the recommendations.
- (vi) In response to a question asked, the DPCC agreed to provide the Panel with an overview of the governance and scrutiny model relating to the Early Release Scheme.

RESOLVED:

- (a) That the contents of the report on the development of the work of the Local Criminal Justice Board, be noted.
- (b) That the Deputy Police and Crime Commissioner (DPCC) be requested to provide the Panel with a breakdown of reoffending rates relating to the prison Early Release Scheme.
- (c) That the DPCC be requested to provide the Panel with information regarding future tranches of the prison Early Release Scheme once the strategy was clear.
- (d) That the DPCC be requested to provide the Panel with an overview of progress relating to recommendations outlined within the Local Criminal Justice Board Update report.
- (e) That the DPCC be requested to provide the Panel with an overview of the governance and scrutiny model relating to the Early Release Scheme.

74. <u>Hate Crime Scrutiny Panel Update.</u>

The panel received a report of the Police and Crime Commissioner which provided an update on the work commissioned in relation to hate crime offences. A copy of the report, marked 'Agenda Item 7', is filed with these minutes.

In response to a question regarding the Force's theory that there was an under reporting of hate crime in Leicester, Leicestershire and Rutland, the PCC stated that anecdotal evidence had been reported by police officers, alongside a reduction in the level of reporting than in previous years, supported this theory. The PCC was developing a hate crime hub, Speak Out Space, in order to help to raise awareness of hate crime and to encourage victims to report hate crimes. It was expected that the resource would be launched in April 2025. The PCC agreed that he would provide the Panel with a further report relating to hate crime and the hate crime hub, Speak Out Space, at a meeting in the Autumn.

RESOLVED:

- (a) That the contents of the report on the work commissioned in relation to hate crime offences, be noted.
- (b) That the Police and Crime Commissioner be requested to present a further report on hate crime offences and the hate crime hub, Speak Out Space, at a meeting in the autumn.

75. <u>Update on the how the PCC and Force are implementing the recommendations that were</u> provided as part of the Police and Crime Panel Tasking Group S106 funding review.

The Panel received a report of the Police and Crime Commissioner (PCC) which outlined how the Police and Crime Panel how the PCC and Force were implementing the recommendations that were provided as part of the Police and Crime Panel Tasking Group S106 funding review. A copy of the report, marked 'Agenda Item 8', is filed with these minutes.

The PCC agreed that he would provide the Panel with a further report on 8 September which would include information relating to S106 funds held by local authorities as well as

new methods for future bids. He confirmed that the Panel would continue to receive reports outlining how the Police and Crime Panel how the PCC and Force were implementing the recommendations that were provided as part of the Police and Crime Panel Tasking Group S106 funding review, on a six-monthly basis.

RESOLVED:

- (a) That the contents of the report which outlined how the Police and Crime Panel how the PCC and Force were implementing the recommendations that were provided as part of the Police and Crime Panel Tasking Group S106 funding review, be noted.
- (b) That the Police and Crime Commissioner be requested to provide the Panel with a report including information relating to S106 funds held by local authorities and new methods for future bids, at the meeting on 8 September 2025.
- 76. Date of next meeting.

RESOLVED:

It was noted that the next meeting of the Panel would be held on 9 June 2025 at 14:00.

2.00 - 2.40 pm 24 March 2025 CHAIRMAN



Police and Crime Panel for Leicester, Leicestershire and Rutland

9th June 2025

Police and Crime Commissioner's Update Report

Report Date 9 th June 2025	
Report Author Lizzie Starr, Director of Governance and Performance	
Security Classification	Official



Purpose of Report

- 1. In his role as the Police and Crime Commissioner (PCC) the Commissioner is required to establish a Police and Crime Plan and deliver such a plan and bring together community safety and criminal justice partners to make sure local priorities are joined up.
- 2. The PCC brings this report to outline for the Police and Crime Panel how he is fulfilling his duty through his work or the work of his deputy and office throughout January to March 2025.

Request of the Panel

- 3. In their role to scrutinise the actions and decisions of the PCC, the Commissioner requests that the Panel examines the contents of this report. He would specifically like to ask the Panel their opinion on the following questions;
 - a. Is the Panel supportive of the work update provided by the PCC?
 - b. Would the Panel like to make any recommendations to the PCC in relation to any of the work outlined within the report?

Summary

4. It is the continued opinion of the PCC that there is good progress being made against a key number of workstreams within the office. The PCC receives regular oversight of the workload through weekly meetings with the Chief Executive Officer, Bi-monthly briefings with the Senior Management Team and other briefings as appropriate. During this period the PCC has been concentrating his offices activity on engaging with the public and stakeholders and carrying out research to enable the formation of a new Police and Crime Plan.

Section 1 - Community consultation and engagement (PCC)

- 5. The Police Reform and Social Responsibility Act 2011 (PRSRA) places a statutory duty on the Police and Crime Commissioner to regularly engage and consult with the public. This has been a key priority for the Commissioner, and to that end he has created dedicated 'Community Days', enabling him listening to the views of local people.
- 6. This report covers engagement activity from 1st January 2025 31st March 2025.



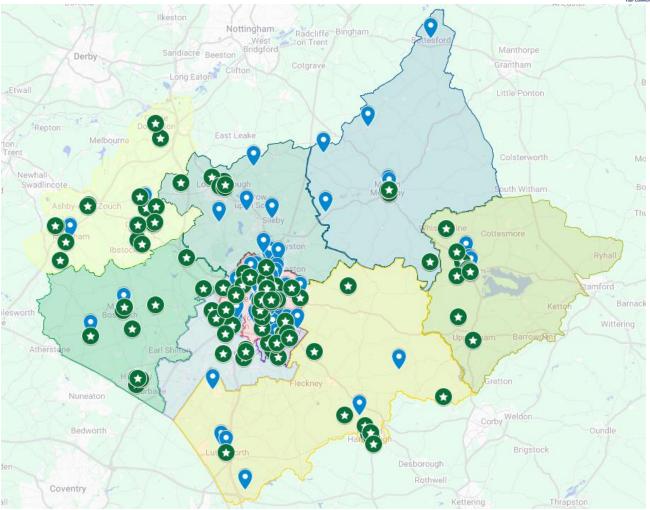
- 7. The Commissioner undertook a total of 74 engagements in this time period.
- 8. The engagements of the Commissioner are categorised as 'community day engagements' and 'other engagements' classes as any engagement outside of a community day.
- 9. The engagements are cumulatively tracked on a monthly basis by the OPCC team to ensure the Commissioner is undertaking various engagements across the city and two counties and engaging with a variety of different communities and demographics across the course of a year.

10. The total engagements since the start of the 2024/25 financial year (April – March)	
is shown below broken down by the local authority areas.	

Local Authority	Total Engagements since May 2024	Total Community Day Engagements since May 2024	Any Other Engagements since May 2024
Blaby	19	14	5
Charnwood	17	8	9
Harborough	19	13	6
Hinckley and Bosworth	15	13	2
Leicester City	105	40	65
Melton	21	14	7
North West Leicestershire	20	18	2
Oadby and Wigston	18	12	6
Rutland	15	11	4
Total	249	143	106

- 11. This table shows that over the course of the year, the Commissioner has completed over 200 engagements and that this is spread across the local authority areas.
- 12. The same information is shown visually on the map below. The community day engagements are shown as stars and the other community engagements shown as pin drops.





- 13. The themes that have come out of the PCCs Community Days during the time period of the report are:
 - ASB
 - Business Crime
 - E-scooters
- 14. The Commissioner has passed on any local intelligence to the local Neighbourhood Area Commanders; he has also requested that E-scooters and ASB relating to them are included in the Force's plans for the local safer summer streets initiative.
- 15. The Commissioner has visited a number of commissioned services and projects over the time period. This is outlined in the table below;



Organisation	Area and Work	Funding	Output
Young Futures (Highfields Community Centre)	CSF	£19,959 100% OPCC Funding	PCC with Fatima Li. Discussed the positive impact that the centre is having on the local community. Currently running FAB Leicester campaign (Fashion Advice Bureau) to support people working in fashion industry who may be underpaid or working in poor conditions. They are also building a roof garden which will be ready in summer, on top of the community centre. Future visit to be planned once roof garden complete.
Safer Families	CSF	£10,000 100% OPCC Funding	PCC met with Felicity from Safer Families. Discussed project that works with young people leaving care. First project of its kind in LLR.
Coalville CSP meeting with Andy Cooper	CSP	N/A	PCC met with Andy Cooper (team manager for Environmental health and Community Safety at NWL CSP). The relationship between CSP, Police and Belvoir Centre security is good. Discussions surrounding funding. PCC offered to go out with youth intervention workers/ youth rangers one evening. PCC requested data to support CSP claims on their work being great.
Hinckley CSP meeting	CSP	N/A	PCC met with Hinckley CSP, Police and BID to discuss DISC. BID has partially match funded by paying April 1 st to July 2024.



Section 2 - Commissioning and Partnership Activity

Contracts:

- 16. The OPCC commissions Freeva to deliver Domestic Abuse and Sexual Violence (DASV) services through the Helpline and Engagement Service HES) and specialist SV and children's SV advocates based at the Sexual Assault Referral Centre (SARC).
- 17. The service employs ISVAs (Independent Sexual Violence Advocates and IDVAs (Independent Domestic Violence Advocates) who support victim/survivors based on their need and through the Criminal Justice System (CJS).
- 18. End of year reporting from Freeva shows that in 24/25:
 - a. The service supported 1,748 victim/survivors of sexual violence and 1,576 victim/survivors of domestic abuse.
 - b. The average number of days victim/survivors engaged with support was 65 for domestic abuse and 640 for sexual violence
 - c. 4.6% of victim/survivors of domestic abuse and 14% of victim/survivors of sexual violence withdrew from engaging with the CJS despite the support available.
 - d. Reasons given for withdrawing include multiple adjournments and length of wait until new court date listings (adjournments/next listing date now being listed for 2027). One child sexual violence case has been adjourned 10 times; multiple others 3 plus adjournments resulting in ISVA/CHISVAs holding cases for considerable periods, longest to date 2,488 days (still open).
 - e. Other reasons given include poor outcomes at court, treatment of victims in sexual violence cases in court by Defence using consent as a defence and victim's having to make a choice between a substantial wait for potential justice vs a focus on their own emotional wellbeing & recovery.
 - f. There are multiple reports of loss of faith in the Criminal Justice System in particular the Judiciary.
- 19. Due to the 4.2% cut in funding for the Victims Grant the PCC has regretfully had to conclude ten projects on their end date of 31/03/2025. These include projects that provide onward counselling and support to specific groups such as men affected by Domestic Abuse.
- 20. In ceasing these projects, the PCC has prioritised the remaining funding to IDVA, ISVA and CHISVA services (Independent Domestic Abuse, Sexual Violence and Children's Advocates). The MoJ are currently undergoing a spending review, results of which should be known later this year, until then Domestic Abuse and Sexual Violence delivery that sits outside core commissioned services remains on one year funding.
- 21. SARC (Sexual Assault Referral Centre) for adults has started a pilot programme that offers real time interventions between SARC Crisis Workers and



victim/survivors while police responders are at the crime location through the GoodSam app.

- 22. This works similarly to WhatsApp but requires no data for the user and leaves no trace on the recipients' phone and can be translated to over 200 languages. Prior to this pilot if a victim/survivor did not want to attend SARC no other interventions could be offered as a needs assessment could not be made.
- 23. In the first 6 weeks 20 contacts have been made resulting in:
 - a. 7 x Victim Attended the SARC within timescales
 - b. 3 x Appointment book for Victim to attend the SARC at a later time
 - c. 3 x Didn't attend SARC but referrals made
 - d. 1 x Juniper Lodge* offered, but declined
 - e. 3 x SARC not applicable in this instance
 - f. 1 x Victim was not able to engage
 - g. 4 x Support Given

*Juniper Lodge is the custom-built centre that houses the adult sexual assault referral centre for LLR. Alongside forensic examination suites, Juniper Lodge provides access to specially trained Crisis Workers, Independent Sexual Violence Advocates, police standard video enhanced interview rooms and a court approved Video Evidence Suite (VES) where victim/survivors can give evidence in court without having to attend and confront the accused. The VES is can also be used for other vulnerable adults to give evidence.

- 24. In summary this pilot has enabled 3 victim/survivors to avoid an unnecessary SARC attendance, 3 were able to attend in a timeframe that supported them, 3 didn't attend but were referred onwards to support (not available prior to the pilot) and 4 victim/survivors were given direct support.
- 25. The OPCC will continue to monitor the success and efficacy of this project.

Community Based Commissioning:

- 26. For 2024-25, across Leicester, Leicestershire and Rutland, the OPCC has funded 84 different projects or works to date via Community Safety Partnership funding with the majority of CSPs having used all their budget by March 31st, 2025.
- 27. As the end of the financial year approached, approximately £28,000.00 was given to Charnwood Council for the implementation of ECINS case management system out of the LLR wide underspend which resulted in the amounts below and a total of £11,268.50 remaining across LLR.
- 28. The allocations for each CSP area is outlined in the table below, these figures include the underspend top-up that was granted to their overall budget from savings made in the 23/24 financial year and is accurate as of 16/01/2025.



CSP Area	24/25 Allocation (including 23/24 underspend)	Expenditure	Remaining
Leicester	£313,421.48	£305,327.80	£8,093.68
Charnwood	£103,233.23	£103,233.23	Nil
SNWLP	£62,006.76	£61,984.07	£22.69
Blaby	£60,726.49	£57,671.50	£3,054.99
Hinckley and Bosworth	£59,056.62	£59,056.62	Nil
Harborough	£43,216.19	£43,181.25	£34.94
Oadby and Wigston	£37,537.20	£37,475.00	£62.20
Melton Mowbray	£36,131.82	£36,131.82	Nil
Rutland	£22,250.25	£22,250.25	Nil
Total			£11,268.50

29. Contributions from Community Safety Partnership budgets for ECINS implementation were as follows:

Leicester City CSP	£20,000.00
SNWLP	£800.00
Blaby	£6300.00
Oadby and Wigston	£900
Total	£28,000.00

- 30. £11,268.50 was left and of this remaining amount, £6450.00 was given to Leicestershire County Council to help deliver 3 additional streams of work that would benefit LLR wide. These 3 streams were ASB training, Ask for Angela resources and IDVA training.
- 31. Approximately £4,818.15 therefore remains although this may decrease further imminently with requests from the Force for equipment (Rural Crime Team AirTag kits).
- 32. For 2025-26 the funding amounts CSPs will receive will return to their base levels as follows:

CSP Area	CSP Allocation for 2025/26
Leicester	£271,818.47
Charnwood	£89,530.24
SNWLP	£53,776.10
Blaby	£52,665.76
Hinckley and Bosworth	£51,217.55
Harborough	£37,479.75



Oadby and Wigston	£32,554.58
Melton Mowbray	£31,335.75
Rutland	£19,296.80

- 33. The focus for the commissioning team during January and February has been on round 2 of the Commissioner's Safety Fund for 24/25. Round 2 opened on 2nd December 2024 and closed on 6th January 2025. The amount of funding available for this round is £193,993.11. This is a general round where applicants can bid for up to £10,000 for projects that support priorities within the Police and Crime Plan 2024-2029.
- 34.57 applications were submitted in this round. Due diligence checks were undertaken against each applicant and a panel of five OPCC staff individually marked and scored the applications, later coming together to moderate and agree overall scores. A recommendation paper was presented to the Police and Crime Commissioner and senior management team highlighting the threshold and proposed successful applicants.
- 35. Whilst awaiting a decision on round 2 (24/25), the Commissioning Team have prepared all relevant correspondence and documentation and have also reviewed all monitoring returns for previous funding rounds (round 2 and round 3 of 23/24).
- 36. The focus for February and March has been on finalising the grant documentation for Round 2 of the Commissioner's Safety Fund, ready for projects to start on the 1st May 2025. The website has also been updated to include details of who secured funding and summaries of their projects.
- 37. Alongside this, planning and preparation has taken place to create and propose a timeline for the upcoming Commissioner's Safety Fund rounds for the financial year 2025-2026.

People Zones:

- 38. The team has been working on the final round of the 2024/2025 financial year grant funding for People Zones. The round closed at the beginning of February, and 11 applications were received, totalling just over £70k. From the scoring the Commissioner was recommended to fund 6 projects at just over £40k.
- 39. The full list of projects funded has been uploaded to the website.
- 40. Work has begun to film a celebration video with community leaders, residents and grassroot organisations in the New Parks People Zone. This video features key projects within the area that have been funded through the People Zones initiative, as well as hearing all about how the People Zones project has supported the New Parks community.



- 41. The video is being edited by our videographer who was commissioned for this project and will be launched through a 'Celebration Event' of New Parks in Summer 2025. This event will be organised by the New Parks People Zone steering group and will feature the first viewing of the celebration film.
- 42. In April 2025, the fifth cohort of the Community Leadership Programme commenced, in partnership with the VRN and Jones Consulting LTD. There are 20 Community Leaders taking part. This cohort takes more of a collaborative approach where the VRN and OPCC will deliver some of the sessions to leaders. During the course, leaders will learn about:
 - a. Leadership definitions and styles
 - b. Leading self and others
 - c. Leadership in Partnership
 - d. Empowering communities, being trauma informed and adverse community experiences
 - e. Trauma informed leadership leaving with love and kindness.
 - f. Developing your organisation
 - g. Project management
 - h. Developing new projects
 - i. Fundraising and Bid writing
 - j. Building, managing and motivating teams
 - k. Public speaking
 - I. Communication styles
 - m. Celebration event

Violence Reduction Network:

- 43. The Home Office has approved two applications for funding (VRU core grant and Serious violence duty funding).
- 44. This year, the VRN has a new requirement to pilot the Young Futures Prevention Panels. These will provide a mechanism to identify and ensure earlier, preventative support is offered to children who are at risk of involvement in ASB and violence. Local activity already occurs in relation to this cohort of children so the partnership will need to consider how this can be aligned and strengthened through the new panels. The Strategic Partnership Board Executive will be considering initial steps in June.
- 45. Investment in the Violence Intervention Project (in A&E and custody), the Phoenix Programme for perpetrators of serious violence and our specialist Education, Training and Employment (ETE) service will continue throughout 2025/2026. Youth Endowment Funding for the Reach Programme in schools will come to an end on 30 June 2025 but delivery partners are continuing with elements of the programme through alternative funding. The team also continue to support primary and secondary schools to run the Mentors in Violence Prevention (MVP) Programme.



- 46. The VRN's Annual Report has been drawn up and approved by Core Members. This is appended to the report.
- 47. The VRN's annual Community Partnership Event took place on 27 February with a focus on 'With and For Young People'. Young people hosted the event and presented in the workshops and 150 partners attended. The outputs will be used to strengthen the VRN partnership's co-production with children and young people.
- 48. The new community-based 'Voices Against Violence' campaign is in the final stage of design wherein material is being tailored to each local Community Safety Partnership (CSP). The campaign will be rolled out centrally in July with a toolkit which can be used by CSP partners.
- 49. The VRN team presented at the national YEF Focussed Deterrence Conference on our local design and implementation of a programme (Phoenix) with a particular focus on partnership working and involving communities. Members of the team also featured on a series of films providing insights on how to set up a programme locally. The team has since had multiple enquires from police forces across England.
- 50. The Team has completed work with NHS Leicestershire Partnership Trust on the production of audios/videos featuring different partners/members of the community talking about knife crime and its impact. These will be hosted on the LiveSafe website for young people and parents/carers.

Section 3 - Scrutiny and Governance Activity

- 51. The PCC has set a locally agreed target of a minimum of one custody visit per week per operational custody suite. The Independent Custody Visitor's continue to achieve this and have completed 100% of scheduled ICV Visits equating to twenty-six visits between January and March 2025.
- 52. No serious issues have been observed during these visits. One issue raised was regarding the bright lighting at Keyham Lane and the Inspector spoke to the detainee and resolved the issue in person.
- 53. Leicestershire's ICV scheme will be participating in ICVA's pilot reviewing the treatment of Immigration detainees in police custody. The pilot is due to commence in April 2025.
- 54. The PCC has set a locally agreed target of a minimum of one visit per month to the Dog Unit Kennels at Leicestershire Police Headquarters. This has been achieved and a total of 3 visits were completed between January and March 2025.
- 55. Seven new volunteers have expressed an interest in joining the Animal Welfare Scheme, bringing the total number to 11 Animal Welfare Scheme Visitors.



- 56. Training for the new AWS visitors is scheduled to take place on Tuesday 10th June 2025.
- 57. The Custody Detention Scrutiny Panel (CSDP) met on Tuesday 18th February 2025. A total of 20 custody records were reviewed and 7 recommendations were provided to the Custody Inspector. The work and recommendations of this panel are fed up to the Ethics and Transparency Panel.
- 58. The Out of Court Resolutions meeting was held on 13th March 2025. 15 youth cases reviewed with 6 cases being identified as appropriate with observations and a further 4 cases being identified as inappropriate and inconsistent with Police policies and/or the CSP Code for Crown prosecutors.
- 59. The findings from this panel are fed directly back to individual officers and senior police leads with oversight in this area. Similarly, the themes from this panel are highlighted and escalated to the Ethics and Transparency panel.
- 60. Forty complaint reviews were received by the OPCC in the period January March 2025, with 35 being closed within the same period. Two pieces of learning from these reviews have been fed back to the force for action.
- 61. The Team have been preparing for commencement of a new area of work that the Office of the Police and Crime Commissioner (OPCC) will be undertaking from the New Year. In January 2024, the Minister for State for Crime, Policing and Fire wrote to all Chief Constable and Police and Crime Commissioners (PCC) to emphasise the government's intention to improve standards in Policing.
- 62. The Team's work around pension forfeitures has continued since the last update, with regular meetings being held between the OPCC and the Force's professional standards department to ensure intelligence around upcoming possible pension forfeitures is shared.
- 63. A paper was also presented to the Ethics and Transparency panel on the process.
- 64. Recruitment has commenced for a new Chair and Member for the Joint Audit, Risk and Assurance Panel. The current chair and a member are coming to the end of their tenure in November, therefore succession planning has commenced. The advert link can be found here (<u>https://www.leics.pcc.police.uk/About-Us/Vacanciesand-Tenders/Vacancies/Vacancies.aspx</u>)

------ End of Report ------



Annual Report 2024 - 2025

@VR_Network LLR Violence Reduction Network #PreventionThroughConnection www.violencereductionnetwork.co.uk

Contents



Foreword

Welcome to the VRN's annual report! This year, we marked our 5th anniversary - an opportunity to reflect on the achievements of our partnership in our collective efforts to prevention and reduce violence in Leicester, Leicestershire and Rutland. We remain committed to delivering an ambitious programme but recognise that it is also important to look back now and again to review the progress made. Producing and sharing this annual report is one way of highlighting some of the activity which has been successfully delivered.

This report is organised along the lines of the seven priorities outlined in our Serious Violence Prevention Strategy and provides examples of how we have delivered against our strategy and the requirements of our Home Office grant.

Throughout the last year, we have continued to extend the breadth and depth of our Network, sustaining existing relationships whilst discovering new partners who share our ambition. The VRN team have supported the Network in a variety of ways, including continued work to assist partners to meet the requirements of the Serious Violence Duty, equipping people with the knowledge and skills to play their role in preventing violence and leading a range of projects and interventions for those children, young people and communities most affected. A summary of our key achievements are outlined on page 3. **Priority 1:** Providing collaborative and courageous leadership.

Priority 2: Using data, evidence and evaluation to improve our response.

Priority 3: Supporting families to provide nurturing and safe environments.

Priority 4: Building protective and cohesive communities.

Priority 5: Creating safe and inclusive education settings.

Priority 6: Connecting young people to purposeful activities and trusted adults.

Priority 7: Providing opportunities for rehabilitation and recovery.

It is encouraging that the VRN partnership's hard work is reflected in a downward trend in serious violence in our area and many of our delivery partners are clearly supporting children and young people to achieve a range of positive outcomes which is, in turn, is leading to this overall reduction. However, we all know that there is still more to do and we remain committed to continuously striving to make our area a safer place for all children, young people and communities.

Key Achievements for 2024/2025

150 partners attended our annual Community Partnership Event focusing on 'with and for' young people.

Provided 11 online and 6 face to face learning sessions for our communities Marked 5 years of the VRN partnership

16 community leaders completed our 4th Community Leadership Programme Launched our Provider Network to build connections between our delivery partners

Agreed a new community response process for critical incidents Supported over 500 young people through our targeted interventions

Co-hosted a regional Hope Hack with 25 local young people representing our area Held our first Live Safe workshop on knife crime for parents and carers

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Co-created a new anti-violence community campaign – 'Voices Against Violence'

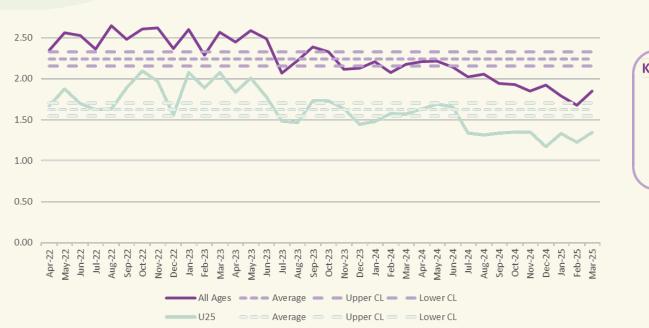
Our Impact 2024/2025

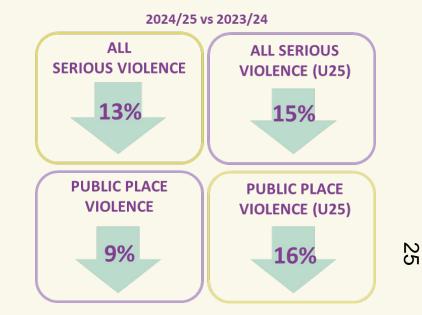
Consistent with our last annual report, we continue to see a reduction in serious violence, including in relation to our priority focus of public place violence affecting under 25 year olds.

When focusing on the Home Office's prescribed 'success measures', there have been reductions across all three measures since the VRN was established in 2019. This has been seen in relation to all ages as well as under 25s.

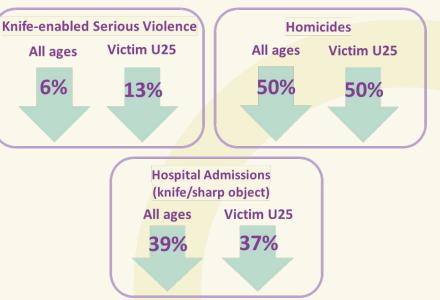
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Rate of Serious Violence in LLR (April 2022 - March 2025)





Home Office Success Measures (2024/25 vs 2019/20)



Priority 1

Providing collaborative and courageous leadership

This priority focuses on ensuring the VRN partnership takes a whole system approach, continuously championing our public health principles and building an inclusive, collaborative and courageous network capable of tackling violence and it's causes.

This year we have continued to extend our Network, bringing in partners that have a wealth of experience and knowledge to strengthen our approach to prevention. We have also continued to invest in knowledge and skills and ensure we promote positive messaging and healthy social norms which support violence prevention.

Collaboration

Continued to collaborate with StreetGames and Active Together to invest in this sector's capacity to play a role in preventing violence.

Partnered with the Hope Collective, to invest in a Youth Development Office to extend our youth voice and involvement work.

Co-created the community partnership response model with support from Victim First, Victim Support, local statutory organisations and community partners.

Worked with the Lucy Faithfull Foundation who have informed the Sexual Violence prevention educational packages and delivered a webinar to support professionals to create safer environments for children.

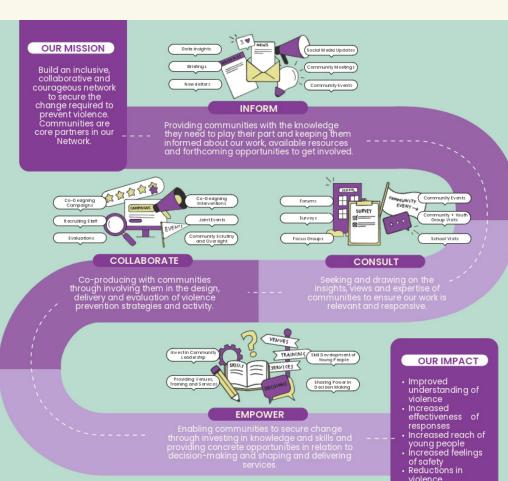
Provided support across the partnership around adolescence safety communications and campaigns including a shared communications calendar to co-ordinate and amplify messaging around violence prevention.

Serious Violence Duty

The VRN team has continued to collaborate with Community Safety Partnerships (CSPs) to in relation to their responsibilities under the Serious Violence Duty. This included providing support on areas for development identified in last year's self-assessments, examples include:

• Delivering a webinar on applying a public health approach to violence prevention.

- Providing analytical products and support to strengthen local understanding of serious violence.
- Developing sports provision in localities through our partnership with Street Games and Active Together.
- Co-creating a community anti-violence campaign to roll-out in CSP areas.
- Supporting CSPs to adopt the VRN's Community Partnership Framework.



The Serious Violence Duty Partnership Officer worked with the Safer Communities Team, Leicester City to develop and deliver a 10-week engagement programme utilising the community safety bus. Local services that provide specialist support such as Mental health, Sexual Violence,

Spotlight

Substance Misuse engaged with residents in their community, providing visibility and connection of services which support prevention of violence through addressing key risk factors. The programme delivered from October to December 2024:

- 10 events (9 in the city centre)
- 299 engaged overall (all partners)
- 88 feedback cards completed

Investing in Knowledge and Skills

Throughout the last year, we have commissioned and/or directly delivered a wide range of learning and development opportunities across our partnership to ensure everyone has the knowledge, skills and confidence to play a role in violence prevention.

Community Training

Consistent with our commitment to ensuring community partners have access to high-quality training we provided six face-to-face and 11 on-line opportunities including:

- Setting up as a New Organisation delivered by Voluntary Action LeicesterShire
- Becoming a Dedicated Safeguarding Lead delivered by LLR Safeguarding Hub
- What's Porn Got to Do with It? Delivered by the Lucy Faithfull Foundation
- Cultural Competency Training delivered by Hope Training
- Online Harms Training delivered by Catch 22
- Exploitation and Extra-Familial Harms delivered by Safer Now

Webinar Series

We ran a series of 11 open-access and free webinars throughout the year.

Topics included:

- Understanding Serious Violence
- Using a Public Health Approach to Prevent Violence
- Safeguarding
- Developing a New Organisation
- Substance Use

Using the Evidence Base to Set Up New Projects

"I've just attended your training session that was put on through the VRN and I thought it was excellent." Feedback from attendee of Substance Use webinar, February 2025



Investing in knowledge and skills

We continue to ensure the practitioners and managers in our commissioned interventions also have access to learning and development opportunities too. We deliver this through our Provider Network, a community of practice for partners working in the field of violence and exploitation prevention. Examples include:

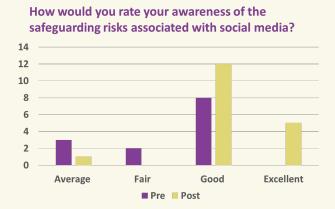
- Cultural Competency delivered by Hope Training
- Emotion Coaching delivered by Regul8
- Online Harms Training delivered by Catch 22
- Neurodiversity and Exploitation Training delivered by Safer Now
- Understanding Exploitation and Serious Violence delivered by Reach Every Generation

"Learned a lot and resonated with a lot, I felt uplifted" "Open communication, discussion, challenging the known and unknown" Feedback from attendees from the Cultural Competency session, 2025

Spotlight

The Online Harms training, delivered by Catch 22 reflected positive improvements across all learning outcomes but notably around:

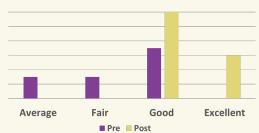
Awareness of social media practices - In the pre-survey 46% rated their awareness of good/excellent, in the post survey this increased to 100%.



Understanding of the steps of building resilience- In the pre-survey 54% rated their understanding as good/excellent, in the post survey this increased to 100%.

100% of the attendees enjoyed the training and when asked what they most enjoyed, some of the responses were:

"The trainer made the training relaxed and comfortable whilst learning", "Very good delivery, easy to understand", "Insightful, interesting, informative". How would you rate your understanding of the steps you can take to build resilience in young people dealing 14 with potentially harmful content?



Campaigns and Cultural Change

Research highlights the importance of tackling the social norms which can support violence. We have therefore continued to focus on tackling these through campaigns and initiatives which challenge unhealthy norms and promote positive values and behaviours.

At our 2024 Community Partnership Event we agreed to co-create a community-based campaign. Following an interactive session, we worked with a dedicated design group throughout the year who informed and shaped the campaign's design and roll-out plan.

Preventing Sexual Violence

Through the Safer Streets Round 5 funding, we supported the OPCC in the creation of two specialised sexual violence educational packages aimed at young people aged 10-19. Community organisations were invited to apply through two grant rounds, to receive specialist training and accompanying resources, to deliver the packages to young people.

A total of 29 community organisations have been trained and funded to deliver the packages to young people across LLR.





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Preventing Sexual Violence Projects

SHUSH Project

The SHUSH Project (Speaking Honestly 2 Understand Sexual Harm) is designed to give young people the tools and understanding to feel confident in making choices for themselves. This can be achieved through active participation where young people are empowered to play a vital role in their own development and make positive choices in their

lives. This also helps them to learn important life skills and practical knowledge. It also gives them the awareness to recognise inappropriate behaviours and feel confident to report these.

SPEAKING HONESTLY TO UNDERSTAND SEXUAL HARM

SHARA Project

The SHARA Project (Sexual Harm Awareness and Recognising Abuse) is designed for ages 16-19. It focuses on more complex issues; it takes a broader societal perspective. It delves into the role of gender stereotypes, societal views, and toxic attitudes that contribute to violence against women and girls. The SHARA Project equips participants with the tools to challenge harmful norms and address sexual violence within a larger context, helping them better understand how societal pressures and discrimination fuel sexual harm and abuse.



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LIVE SAFE

Live Safe continues to develop and maintain its presence and impact within the partnership. Feedback highlights that it is a valuable and accessible resource for parents and carers and young people seeking to find accurate information about topics relevant to them.

This year, we co-created pages specifically for professionals. This includes a section for Schools and Colleges, providing information on education packages around key topics affecting the safety of children and young people and a wide range of information, guides and other resources.





Prevention and Policing Conference

In June, we co-hosted the Prevention and Policing conference with Leicestershire Police. Alongside launching their new Prevention Directorate, delegates from the OPCC, Police and the wider partnership heard about the breadth & work being undertake in relation to prevention,

received input on evaluation and participated in a multi-agency problem solving exercise.



National Collaboration

Through the Phoenix Programme, the VRN team and members of the delivery team were filmed for a national Focused Deterrence Implementation Guide, produced by the Youth Endowment Fund (YEF). Each film referred to our local experience of setting up a Focused Deterrence programme and they are publicly available **here**.

Later in the year, our Director and Community and Young Person Involvement Manager presented at the national Focussed Deterrence conference, reflecting on the importance of building a collaborative partnership including recognising the value and credibility that communities bring to the programme.

In September, our Programme Manager and Dr Emma Sleath presented their lived experience group, VOICES to the National Police Chiefs' Council VAWG National Stakeholder event, sharing the collaborative work and learning around embedding lived experience and insights to other areas. We presented to West Yorkshire Reduction Partnership on our Community Leadership Programme and supported them to develop the programme in their area. Both areas then delivered a webinar to the wider network of Violence Reduction Units.

Our Strategic Data and Insights Manager delivered a session on Hot Spots Policing to the national Crime and Justice Analyst Network where we discussed the theory underpinning it, the evidence on what works and explored approaches to hotspot analysis. This session reached over 170 analytical, operational and academic leads and it was a great opportunity to share learning across different areas.



Priority 2

Using data, evidence and evaluation to improve our response

Data, evidence and evaluation are critical enablers to violence prevention and so we have continued to invest in strengthening our capability in this area with the aim of producing high-quality resources which the partnership can use to enhance understanding and ensure resources are used in the most effective way possible.

Data and Insights

We continue to support data-sharing between partners so we have access to and can use a range of data and insights from different sources. This year we have expanded our work to cover the wider work of the local Strategic Partnership Board and its sub-groups as well as publish a range of different reports.

SNA Refresh

The sixth iteration of the VRN's Strategic Needs Assessment (SNA) builds upon our learning from previous years, strengthening our understanding of the extent and nature, distribution and timings of violence and supporting the partnership in identifying the people and groups who are most vulnerable to being or becoming victims or perpetrators. The findings have been shared across numerous partnership boards, networks and communities and has informed the partnership strategy and plan for 2025/26. An executive summary is publicly available and summarises the key findings from this year's report and outlines 12 recommendations for the core membership.

Click here to see the Strategic Needs Assessment 2024 - 2025

VIOLENCE REDUCTION NETWORK

Serious Violence Strategic Needs Assessment Executive Summary 2024 - 2025

#PreventionThroughConnection @VR_Network www.violencereductionnetwork.co.uk

Locality-based Profiles/ Support to CSPs

Through the Serious Violence Duty, the VRN have continued to support CSPs in accessing and using data and evidence to inform local responses to violence prevention. This has included quarterly updates, bespoke analysis and annual-locality based profiles.



Deep Dives

A series of deep dives were produced this year to further enhanced our understanding of key types of violence and associated harm which our SNA identified as requiring more analysis. This year, this included briefings on robberies, knife-enabled violence, and stalking. These have been shared with relevant Boards and sub-groups to inform responses.

A Guide to Violence Prevention



A partnership guide to preventing violence affecting young people in Leicester, Leicestershire & Rutland We have developed a guide to preventing violence affecting young people in Leicester, Leicestershire & Rutland in partnership with our Community Oversight Group with the aim of sharing the findings of the SNA more widely, thereby enhancing our collective understanding.



Monitoring and Evaluation

Understanding whether our activity is having the intended impact allows us to continuously learn and improve and target resource where it is most likely to be effective. Over the last year we have progressed this in several areas and as a result, made positive contributions to both the local and national evidence-base.

Outcome Monitoring

All of our interventions have monitoring frameworks in place. This year we have designed and rolled-out a new dashboard to allow us to closely monitor the delivery of the Phoenix Programme. This has advanced our ability to monitor the delivery of the programme against the operating manual, allowing us to identify what is working well and areas for improvement whilst we are awaiting the outcomes of the independent evaluation.

Evaluation of the Violence Intervention Project (VIP)

This year, the VRN commissioned Rocket Science Ltd to conduct the second independent evaluation of VIP in A&E and Custody. The evaluation found:

 The proportion of individuals who fully engage with the VIP is significantly higher for female and younger (11-15) participants

Evaluation of the Violence Intervention Project (VIP)

ROCKET

SCIENCE

Final report for Leicester, Leicestershire and Rutland Violence Reduction Network

- A higher proportion of young people were fully engaged if they were known to be in temporary or unstable accommodation, known to have been in care, affected by exploitation, or absent or excluded from school
- A statistically significant decrease in re-offending was observed in the proportion of young people committing at least one offence
- The biggest impact reported by young people participating in VIP is an increase in confidence and self-esteem

Evaluation of Phoenix/Reach

The VRN continues to successfully run two high-quality evaluations, Randomised Control Trials (RCTs), in two of our YEF-funded interventions: The Reach Programme and The Phoenix Programme. These evaluations are being led by the University of Hull (Phoenix) and Sheffield Hallam University (Reach), and in partnership with the Youth Endowment Fund. Both the Reach and Phoenix teams have continued to support the evaluation through high-quality data reporting and participating in a number of visits, interviews and observations from the evaluation teams.

An early implementation report for the YEF focused deterrence trial was published in October 2024 which highlights some of the early findings. The full evaluation, which will report on impact on reoffending and other outcomes is due in January 2028.



Evaluation for Community Partners

We understand the importance of community partners also being able to evaluate their work and so this year the team has worked with Rocket Science to co-produce an evaluation toolkit for community partners, including information and resources on how to develop a theory of change and useful monitoring tools and techniques. The aim of the toolkit is to strengthen the monitoring, evaluation and impact of community-based projects so we enhance our collective understanding of what works well in community delivery. The toolkit will be available from May 2025.

Priority 3

Supporting families to provide nurturing and safe environments

This priority reflects how important the family environment is in influencing a child's emotional, physical and cognitive development and building protective factors which are known to reduce the risk of being involved in violence and associated harm. The VRN partnership delivers a range of well-established services and initiatives which deliver on this priority including; Families Affected by Parental Imprisonment (FAPI), preventing and mitigating the impact of childhood trauma, Live Safe and the knife crime workshops.

Families Affected by Parental Imprisonment

Partners continue to deliver awareness raising training to professionals across the area to ensure parents and carers who have a partner in prison are supported and any negative impact on children is mitigated. The group has also continued to ensure that effective information sharing between criminal justice, education and early help partners is in place so that professionals are also equipped with the information they need to support families.

Preventing and Mitigating the Impact of Childhood Trauma

The Trauma Informed Partnership went from strength to strength over the last 12 months and transitioned to a more sustainable model. The consortium groups are now organised and run by a cross sector steering group and membership continues to increase. We co-produced and published two new documents to support the partnership including, "A Guide for Person-Centred

Communities", which supports VCSOs in their trauma informed journeys and "A Guide for Implementing Trauma Informed Training" which shares our partnerships learning around what makes "good" training to help those implementing the Organisational Self-Assessment Framework.



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Live Safe

Live Safe continues to be the main vehicle through which the VRN team ensure families have the information they need to keep young people safe. We have continued to invest in the pages for both young people and parents/carers, ensuring information remains up-to-date and the resources are promoted through our various networks and in-person events.



Knife-Crime Workshop

Following feedback, this year we designed our first Live Safe workshop for parents and carers with members of our Community Oversight Group, supporting the development of the material. The workshop



aims to equip parents and carers with information, tools and resources around the topic including the reasons why young people carry knives, spotting the early signs, having a conversation with their young person and getting help. It also enables parents/carers to understand the reasons why young people may be vulnerable and how we can collectively prevent knife crime. We first delivered the workshop in January 2025, and it will now be offered out more routinely and in response to requests.

Priority 4

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Building protective and cohesive communities

Working 'with and for' communities is a core principle of the VRN and we know from research, as well as our own experience over the last five years, that communities can and do play a vital role in violence prevention. Over the last year, we have continued to collaborate with a range of community partners as well as invest in leadership development, extend our network and ensure communities are involved in the development and delivery of solutions.

Community Leadership Programme

We ran the fourth cohort of the Community Leadership Programme (CLP) this year in collaboration with the Office of the Police and Crime Commissioner and Jones Consulting. This provided 16 local community leaders with a fully funded 12-week course that enabled them to develop their leadership style, knowledge and skills and apply this to their work with the purpose of building stronger and safer communities.

Pre-and-post survey results show notable improvements across our key measures including 88% of leaders rated their awareness and understanding of the best ways to engage with different groups and communities as either 'good' or 'excellent', whilst 65% of leaders rated their awareness and understanding of the public health approach as either 'good' or 'excellent'.

CLP Showcase

In July 2024, we held the showcase event to celebrate the fourth cohort completing the programme. Participants delivered a presentation around their leadership journey to an audience consisting of Strategic Partnership Board representatives, their own personal guests and wider VRN partners. The showcase included keynote talks from local senior leaders and provided opportunities to network.



Community Leaders Network

Community Leaders Network (CLN) welcomed cohort 4 into the Network and continued to meet regularly throughout the year with the aim of continuing to develop and collaborate. The Network also benefitted from funded coaching and facilitated sessions from Jones Consulting. Examples of activity include:

- CLN members contributed to two community campaign design sessions
- Co-hosted the Community Partnership Event
- Produced a directory on the website now has profiles for 21 community leaders
- Demonstrated an increased reach across social media and visits to the CLN website.
- Launched their first newsletter
- Delivered a "Perform for a Cause" (PFAC) event which used the arts to engage young people in violence prevention and community safety.

"It was an excellent event, really well organised, run and delivered and it properly lived up to its name "with and for" young people. The young people there were inspirational and brilliant, as were the videos, poets and marshals. Thank you"

Community Partnership Event

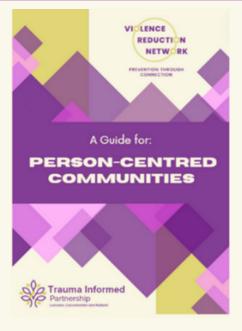
Our annual Community Partnership event was held in February 2025 in collaboration with the Community Leaders Network (CLN). Entitled "With and for Young People", we brought together our community and wider VRN partners to share learning, increase collaboration and a shared commitment to strengthening our work with children and young people.

Over 150 delegates from across the partnership took part in the event and attended a series of three interactive workshops, led by young people, which focused on: Prevention and Diversion, Youth Voice and Participation and Youth Work. Each workshop also included a short co-production activity and the outputs have been included in Delivery Plan for the year ahead.



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Community Oversight Group



Alongside having community members on our Strategic Partnership Board, we also continue to invest in the Community Oversight Group (COG) which influences, shapes and scrutinises the VRN's work. In 2024/25 we recruited our second group of COG members and they have already made positive contributions to our work including:

- Co-designing our trauma-informed guide for person-centred communities.
- Supporting the Phoenix team around the delivery of initial messaging to encourage participation into the programme.
- Reviewing and providing feedback on the first drafts of our social skills resources which will be launched in April 2025.

Problem Solving with Young People

Through a collaboration with the Police, Beaumont Leys was identified as an area that had high level of Anti-Social Behaviour (ASB) in and around the shopping centre.





"We're excited about the potential for this partnership to continue making a real impact and look forward to exploring new ways to develop it further" Leah, E2 Community Partner

The team of Police and partners worked together collaboratively with young people through a focused pop-up event held 42 locally at a location and time that was accessible to young people. As a result, the multi-agency team could then understand the ASB issues from the perspective of a young person, ensuring there was a sound understanding of where they felt safe and unsafe and then co-creating the solution. As a result, during February half term, there was a 40% decrease in ASB in the shopping centre area. This project has been recognised locally, and recently won Leicestershire Police's Problem-Solving Awards.

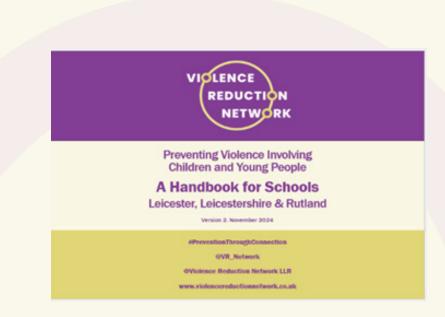
Priority 5

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Providing safe, inclusive and high-quality education settings

Education partners play a vital role in delivering on the VRN's ambitions to prevent violence and it is therefore important that they are supported to do so by all partners. Over the last year, we have continued to strengthen our relationship with schools, produced resources to support the development of skills and knowledge and invested in interventions relevant to violence prevention in education settings.

School Network Meetings



The remit and membership of SNM's was expanded in the autumn of 2024 to include wider information and representation from the partnership, particularly around exploitation. The aim of the network is to share learning and resources related to harm outside the home such as knife crime, wider violence and exploitation. Education establishments across LLR meet on-line every term. Key inputs delivered this year include:

- Leicestershire Police's Child Centred Policing strategy
- Community sports and violence prevention
- Victim First support offer for schools including restorative justice.

This year, the VRN also published the second edition of the Schools Handbook, a resource outlining key information and resources relating to how education partners can prevent violence.

Live Safe

This year we launched the professional's pages in Live Safe which includes specific sections for schools, colleges and other education establishments. Alongside a wide array of information relating to young person safety, the pages also include a section specifically in relation to how education partners and police will work together, including:

- The new schools-police charter which outlines how police and education partners will work together.
- Guidance around when schools and colleges should report information to the police.
- Details of the Police's education offer for schools and colleges, including pre-recorded versions.
- Information and a link to the community portal – providing an on-line method for sharing non-urgent information with police.

Mentors in Violence Prevention

Our Mentors in Violence Prevention (MVP) programme continues to run across local primary and secondary schools. A further wave of 19 schools completed their MVP training this year. These newly trained teachers and school staff will then recruit and upskill student mentors ready to start delivery in Autumn term. The new schools will also be involved in an evaluation of the intervention which will then inform decision-making over the potential extension of the programme into other settings.

Comprehensive primary and secondary MVP guides have been developed and launched this year to support existing and new MVP schools.

We have continued to use the MVP Network meetings as a means of sharing updates, discussing emerging themes and good practice developments, such as one school hosting 1:1 drop-in sessions for students to access MVP.



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The Reach Programme The Reach Programme AGE RANGE DEMOGRAPHICS 11-16 **ETHNICITY 95** GENDER **71% WHITE** 64% **12% OTHER** PARTICIPANTS MALE **9% ASIAN** 36% **7% MIXED** FEMALE **1% BLACK** Young people An average of An average of received the 49 **41** (85%) intervention for an average of sessions sessions **171 davs** attended offered

The Reach Programme, an intervention for 11-16 year olds delivered by the City and County Councils for children at risk of exclusion and violence, is in the final stages of the independent evaluation. This year the programme has extended its offer to include 4 more schools, now operating across 5 County and 9 City Secondary schools.

Our funding partner the Youth Endowment Fund visited the Reach Programme in September where they met with the delivery team, head teachers and children who had completed the programme – all spoke very positively about their experiences of the programme and the impact they had experienced.

Reach Programme Feedback

What has been the impact of working with Reach?

"Increased in confidence and has helped with mental health meeting with the family has helped she is not in trouble now in and out of school. At home she is very happy she is doing amazing. L is more confident than she was, she does not have suicidal thoughts anymore, much happier at home, engaging in conversation, Reach as given her a different perspective on how to deal with issues etc and L has really listened and taken this on board. Just brilliant so thank you." - Parent feedback

"He has taught me people skills and how to communicate better and more effectively. Offers support when I need and are always happy to answer questions." YP Feedback

"If there's any problems, I know I can tell her. We speak about anything that goes wrong in my school days, and we manage to get it sorted" YP Feedback

The Reach Programme Feedback Continued

Alongside the external evaluation's Strengths and Difficulties Questionnaire, the VRN also monitor a number of pre- and post- measures completed by the young person. The chart below highlights the improvements made across all measures, with the greatest difference observed in relation to the young person's motivation at school, anger and confidence.



Pre Post

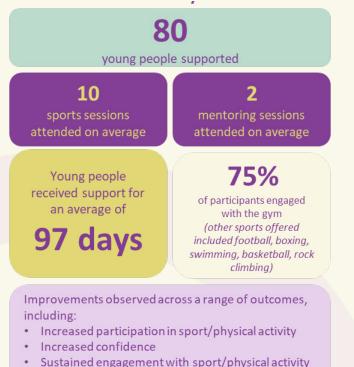


Priority 6

Connecting young people to purposeful activities and trusted adults

This priority is based on the evidence that the risk of involvement in violence can be mitigated through the development of strong and stable connections with trusted adults including family members, teachers, youth workers, community members or coaches. Purposeful activities are also important not only to keep young people in safe spaces but to build the skills and confidence which protect against vulnerability to violence. This year we have continued to invest in several partnerships and initiatives as well as resources for those working with young people.

Specialist Sports Provider



Improved emotional wellbeing

Leicester City in the Community have continued deliver our specialist sports provision. By providing swift, meaningful opportunities- from taster sessions, gym memberships and support to access local grassroots sport provision, this service has empowered young people to find strength and confidence. An offer around nutrition and gym inductions has extended to include a holistic training plan which can be tailored to individual needs.

"I go with my mates (to the gym) and I'm really enjoying it. It is really helping a lot, staying calm and helping with my health". Participant



Sports Partnerships

Through our collaboration with StreetGames and Active Together, there has been an increase of weekly accessible sports sessions for young people in priority areas this year, delivered by locally trusted organisations. We have also seen an increase within secondary provision, allowing those with vulnerabilities to access suitable sporting opportunities, such as direct referrals from Leicester City children and young people's justice service into 1st Legion mixed martial arts gym, where sessions include mentoring and adapted to the needs of the young people.



We have also observed an increase of collaborative work strengthening secondary provision within hotspot areas. Unity b Boxing and E2 have collaborated to provide a free boxing session for the young people within Beaumont Leys and have increased the number of weekly sessions to reach more young people. There has also been a number of workforce development opportunities that have been accessed, including mental health first aid, managing challenging behaviour and sports activator courses.

Other activity includes:

- Supported E2 at Beaumont Leys and the Highfield centre who are locally trusted organisations (LTO's) to access funding.
 Support was provided with bids and processes, utilising the audit to prioritise these specific areas.
- Generated more doorstep sport through youth groups and community groups, working with Zamzam Unlimited CIC to develop offers in the priority Beaumont and City areas.
- Supported the Youth Sports Trust to develop relationships with schools, based in areas of higher violence.

Violence Intervention Project

Delivering from Police custody and a local A & E department, the Violence Intervention Project (VIP) is our largest intervention targeting young people aged 11-25 in reachable spaces through a dedicated team based within these sites. Turning Point are the providers of the navigator service and this year have worked with over 320 young people.

Violence Intervention Project in Custody

ETHNICITY

66% WHITE

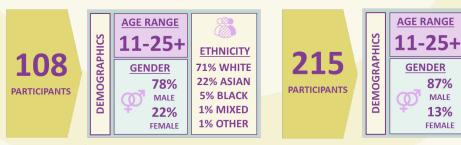
13% BLACK

10% ASIAN

10% MIXED

1% OTHER

Violence Intervention Project in A&E



"It has really helped me start using my spare time more positively, it has encouraged me to get into a good routine. I have started to feel better, am more healthy and with feeling better my confidence to do other things has improved." Participant 2024

VIP Case Study

L.S., a 16 year old male engaged in custody after being arrested for a violent offence. L.S. disclosed past trauma, autism and ADHD, struggled with his mental health, self-harmed and had a suicide plan. He felt his peers were negative influences and affecting his mental health. Social care and CAMHS were already involved with this young person.

The VIP worker provided mentoring and completed referrals to access specialist employment, training and education services, support to access a gym and facilitated LEGO [®] Serious Play [®] to develop his self-esteem.

At closure, L.S. improved on his risk scales and was enrolled onto a mechanics course. His mental health and self-esteem had both seem significant improvements. L.S. reflected that the VIP had helped make his problems more bearable and reported minor difficulties with his social and emotional concerns compared to previously scoring them as major difficulties. L.S. collaborated with VIP on his safety plan and this was sent and utilised by other remaining professionals in his care including his mum, social care, school and youth justice.

Specialist Employment, Training and Education Service

Leicestershire Cares has continued to be our delivery partner in our Employment, Training and Education (ETE) service.

Referrals have continued to increase with the addition of a dedicated resource for the Phoenix team. The intervention has observed high rates of engagement and has provided a wide range of activities to improve employability.



ETE Case Study

During a goal-setting session, T.B. expressed his dream of enrolling in a fashion course or working as a junior stylist to gain more experience. T.B. completed a CV session and personal statement session, with relevant transferrable skills identified. T.B. attended a World of Work tour, CV workshop, mock interviews, and employability events.

T.B. actively embraced networking opportunities, such as the Hope Hack event, connecting with organisations which are now supporting T.B. in launching his own fashion project, dedicated to empowering young people who aspire to pursue careers in the arts and fashion.

Social Skills Training Toolkit

We started a collaboration with Loud Speaker to develop a social skills toolkit for use by our partners working with young people. The YEF toolkit rates social skills as a high impact intervention for violence prevention. The toolkit will be an interactive visual and guiding resource that can be used flexibly across all community settings with clear guidance and videos. It will be launched in May 2025.

Involving Young People in Solutions

To increase young person involvement in the VRN's work, we have partnered with the Hope Collective to employ a Youth Development Officer. The dedicated role commenced in December 2024 and has supported the development and young person representation at local Youth Joint Action Groups (JAG's) as well as planning how we can integrate young involvement more into our work over the next year.

On 8th July, the VRN partnered with the National Police Chiefs' Council, Hope Collective and Violence Reduction Units across the Midlands, Greater Manchester and Lancashire to hold a Hope Hack in Coventry focused on Reimagining Policing. Over 20 young people from Leicestershire joined young people from across the Country to develop solutions for fairer policing and delivered their solutions to Senior Policing Leads across the Midlands. The day involved performances, panels and workshops led by young people. Community and education partners supported the event by ensuring their young people had the opportunity to attend. This included Go Getta CIC, The Centre Project, St Matthews Big Local, ZamZam Unlimited CIC, The Dialogue Society, SOCOPA, and Limehurst Academy.







Priority 7

52

Providing opportunities for rehabilitation and recovery

While our preference is to proactively seek out opportunities for primary prevention and early intervention, a comprehensive whole system approach to prevention also includes responding effectively in the aftermath of violence. This year we invested in several initiatives to both support victims but also enable the rehabilitation of perpetrators to prevent reoffending.

Community Response to a Critical incident

As a direct result of community feedback following a serious incident involving young people, we worked with communities and the wider partnership to develop a process and guide to ensure children, young people and



communities are better supported in the future. The process involves a multi-agency meeting, with community partners to ensure a co-ordinated offer of support from services and local community groups is put in place swiftly, thereby ensuring the safety and well-being of children and young people who may have been affected.

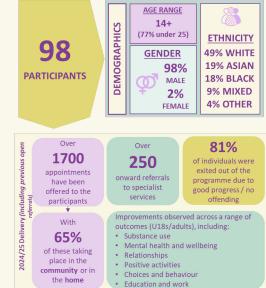
The Phoenix Programme

Our local partners, Leicester City and Leicestershire County Youth Justice teams, Probation, Police and Ingeus have continued to deliver a 'focused deterrence' based intervention for young people and adults who are involved in serious violence.

Participants in the programme are offered high levels of support from services and communities balanced with deterrence activity if concerns persist or escalate.

The referral pathways have developed this year with the inclusion of a Martial Arts bespoke offer starting with one-to-one sessions to increase confidence and capability to move into group and team-based activities.





Phoenix Programme Highlights



The Phoenix Programme was highlighted as an example of good multi-agency prevention practice in a recent inspection of Leicestershire Police. The team hosted a visit from the Inspectorate and outlined the design and delivery of the programme and how the analytical team track progress and impact.

PEEL 2023–25 Police effectiveness, efficiency and legitimacy

This year the Phoenix Programme was also highlighted in the HMIP thematic young adult inspection:

"In an example of good practice, a young adult in our sample was allocated a 'Community Navigator', who had experience of the criminal justice system themselves. [...] The probation practitioner highlighted how much the young adult appreciated the support of someone who had first-hand experience of the probation system as a young adult and had successfully moved forward in their own life."

Phoenix Programme Case Study

A.J. consented to the programme and had been in both support and deterrence elements of the programme. The package of support included:

- Referrals to Leicestershire Cares for ETE Support and attended job interviews.
- The team completed visits with the participant in custody, after being arrested for acquisitive crime offences.
- Completed a placement with a mechanic, after expressing are interest in cars and bikes.
- Attended a Youth Course in Birmingham with his Community Navigator, centred around employment and support for young people.

A.J. transitioned out on grounds of good progress and reduction in offending following successful completion of the programme.



Next Steps

This report outlines our continued progress and a myriad of activity and achievements over the last year. As well as regularly receiving positive feedback from our partners about the value of the Network, we have seen another year of reductions in serious violence.

Despite this, we know that preventing violence in the long-term remains challenging and requires us to continue with the activity which is proving effective as well as strivin to do more for our children, young people and communitie It is encouraging that the new Government has continued invest in the Violence Reduction Unit programme and their Safer Streets mission will provide us with opportunities to advance our work further. In particular, the VRN has been tasked by the Home Office with piloting the new Prevention Partnerships and Panels. These are designed to ensure loca partners are aware of the children and young people most at risk of violence and exploitation and there are visible an effective diversionary pathways in place to prevent these risks becoming a reality. This will assist us to build on progress to date and have a wider impact on this vulnerabl group both now and in the future.

To support these developments, the VRN's Annual Delivery Plan for 2025/26, has an increased emphasis on the earlier diversion of children and young people including investing in community-led provision.

Examples of Planned Activity

	Examples of Flathied Activity
ar	Work with strategic partners to introduce the new Prevention Partnerships into our area
	Extend data sharing and analysis to support identification of 'at risk' children and young people
e ng	Invest in community-led diversionary activity in our priority areas
es. to ir	Extend our sexual violence prevention projects into schools and other education establishments
	Launch and roll-out the new Community Anti-Violence 2 Campaign – 'Voices Against Violence'
on :al t	288 Delivery a fifth cohort of our Community Leadership Programme and continue to invest in the local Community Leaders Network
nd	Provide toolkits for community partners, including our new Social Skills Training for Children and Young People
ole	飞 题 Co-design and deliver a learning and development programme for our partners
У	Complete the evaluations of Reach and Phoenix and agree



Map and develop an open access on-line platform to increase public awareness of purposeful activities available for children and young people



@VR_Network LLR Violence Reduction Network #PreventionThroughConnection www.violencereductionnetwork.co.uk

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Violence Reduction Network for Leicester, Leicestershire and Rutland. Annual Report 2024 to 2025.

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Foreword

Welcome to the VRN's annual report! This year, we marked our 5th anniversary - an opportunity to reflect on the achievements of our partnership in our collective efforts to prevention and reduce violence in Leicester, Leicestershire and Rutland. We remain committed to delivering an ambitious programme but recognise that it is also important to look back now and again to review the progress made. Producing and sharing this annual report is one way of highlighting some of the activity which has been successfully delivered.

This report is organised along the lines of the seven priorities outlined in our Serious Violence Prevention Strategy and provides examples of how we have delivered against our strategy and the requirements of our Home Office grant.

Throughout the last year, we have continued to extend the breadth and depth of our Network, sustaining existing relationships whilst discovering new partners who share our ambition. The VRN team have supported the Network in a variety of ways, including continued work to assist partners to meet the requirements of the Serious Violence Duty, equipping people with the knowledge and skills to play their role in preventing violence and leading a range of projects and interventions for those children, young people and communities most affected. A summary of our key achievements are outlined on page 3.

It is encouraging that the VRN partnership's hard work is reflected in a downward trend in serious violence in our area and many of our delivery partners are clearly supporting children and young people to achieve a range of positive outcomes which is, in turn, is leading to this overall reduction. However, we all know that there is still more to do, and we remain committed to continuously striving to make our area a safer place for all children, young people and communities.

Priority 1: Providing collaborative and courageous leadership.

Priority 2: Using data, evidence and evaluation to improve our response.

Priority 3: Supporting families to provide nurturing and safe environments.

Priority 4: Building protective and cohesive communities.

Priority 5: Creating safe and inclusive education settings.

Priority 6: Connecting young people to purposeful activities and trusted adults.

Priority 7: Providing opportunities for rehabilitation and recovery.

Key Achievements for 2024 to 2025

- Marked 5 years of the VRN.
- 150 partners partnership attended our annual Community Partnership Event focusing on 'with and for' young people.
- Provided 11 online and 6 face to face learning sessions for our communities.
- 16 community leaders completed our 4th Community Leadership Programme.
- Launched our Provider Network to build connections between our delivery partners.
- Agreed a new community response process for critical incidents.
- Supported over 500 young people through our targeted interventions.
- Co-hosted a regional Hope Hack with 25 local young people representing our area.
- Held our first Live Safe workshop on knife crime for parents and carers.
- Co-created a new anti-violence community campaign 'Voices Against Violence'.

Our Impact 2024 to 2025

Consistent with our last annual report, we continue to see a reduction in serious violence, including in relation to our priority focus of public place violence affecting under 25-year-olds.

When focusing on the Home Office's prescribed 'success measures', there have been reductions across all three measures since the VRN was established in 2019. This has been seen in relation to all ages as well as under 25s.

Imagery: Chart showing an overview of the percentage changes in serious violence comparing 2024/25 to 2023/24. The breakdown is as follows:

- 13% reduction in all serious violence
- 15% reduction in all serious violence involving under 25s
- 9% reduction in public place violence
- 16% reduction in public place violence involving under 25s.

Imagery: Chart showing the rate of serious violence across Leicester, Leicestershire and Rutland between April 2022 to March 2025. The chart highlights a monthly, fluctuating trend over time, with the last 18 months showing a sustained downward trend in serious violence for all ages and under 25s.

Imagery: The visuals provide an overview of the percentage changes in the VRN's Home Office Success Measures comparing 2024/25 to 2019/20. The breakdown is as follows:

Knife-enabled serious violence: all ages = 6% reduction, offences where the victim is aged under 25 = 13% reduction.

Homicides: all ages = 50% reduction, offences where the victim is aged under 25 = 50% reduction.

Hospital admissions for a knife or sharp object - all ages = 39% reduction, injuries where the victim is aged under 25 = 37% reduction.

Priority 1

Providing collaborative and courageous leadership

This priority focuses on ensuring the VRN partnership takes a whole system approach, continuously championing our public health principles and building an inclusive, collaborative and courageous network capable of tackling violence and it's causes.

This year we have continued to extend our Network, bringing in partners that have a wealth of experience and knowledge to strengthen our approach to prevention. We have also continued to invest in knowledge and skills and ensure we promote positive messaging and healthy social norms which support violence prevention.

Collaboration:

- Co-created the community partnership response model with support from Victim First, Victim Support, local statutory organisations and community partners.
- Partnered with the Hope Collective, to invest in a Youth Development Officer to extend our youth voice and involvement work.
- Worked with the Lucy Faithfull Foundation who have informed the Sexual Violence prevention educational packages and delivered a webinar to support professionals to create safer environments for children.
- Continued to collaborate with StreetGames and Active Together to invest in this sector's capacity to play a role in preventing violence.
- Provided support across the partnership around adolescence safety communications and campaigns including a shared communications calendar to co-ordinate and amplify messaging around violence prevention.

Serious Violence Duty:

The VRN team has continued to collaborate with Community Safety Partnerships (CSPs) to in relation to their responsibilities under the Serious Violence Duty. This included providing support on areas for development identified in last year's self-assessments, examples include:

- Delivering a webinar on applying a public health approach to violence prevention.
- Providing analytical products and support to strengthen local understanding of serious violence.
- Developing sports provision in localities through our partnership with Street Games and Active Together.
- Co-creating a community anti-violence campaign to roll-out in CSP areas.
- Supporting CSPs to adopt the VRN's Community Partnership Framework.

Imagery: A graphic describing the Community Partnership Framework. The graphic outlines the following:

- Our mission: Build an inclusive, collaborative and courageous network to secure the change required to prevent violence. Communities are core partners in our Network.
- Inform: Providing communities with the knowledge they need to play their part and keeping them informed about our work, available resources and forthcoming opportunities to get involved.
- Consult: Seeking and drawing on the insights, views and expertise of communities to ensure our work is relevant and responsive.
- Collaborate: Co-producing with communities through involving them in the design, delivery and evaluation of violence prevention strategies and activities.
- Empower: Enabling communities to secure change through investing in knowledge and skills and providing concrete opportunities in relation to decision-making and shaping and delivering services.
- Our impact: Improved understanding of violence, increased effectiveness of responses, increased reach of young people, increased feelings of safety and reductions in violence.

Spotlight:

The Serious Violence Duty Partnership Officer worked with the Safer Communities Team, Leicester City to develop and deliver a 10-week engagement programme utilising the community safety bus. Local services that provide specialist support such as Mental health, Sexual Violence, Substance Misuse engaged with residents in their community, providing visibility and connection of services which support prevention of violence through addressing key risk factors. The programme delivered from October to December 2024:

- 10 events (9 in the city centre).
- 299 engaged overall (all partners).
- 88 feedback cards completed.

Investing in Knowledge and Skills:

Throughout the last year, we have commissioned and/or directly delivered a wide range of learning and development opportunities across our partnership to ensure everyone has the knowledge, skills and confidence to play a role in violence prevention.

Community Training:

Consistent with our commitment to ensuring community partners have access to highquality training we provided six face-to-face and 11 on-line opportunities including:

- Setting up as a New Organisation delivered by Voluntary Action LeicesterShire.
- Becoming a Dedicated Safeguarding Lead delivered by LLR Safeguarding Hub.
- What's Porn Got to Do with It? Delivered by the Lucy Faithfull Foundation.
- Cultural Competency Training delivered by Hope Training.
- Online Harms Training delivered by Catch 22.
- Exploitation and Extra-Familial Harms delivered by Safer Now.

Webinar Series:

We ran a series of 11 open-access and free webinars throughout the year.

Topics included:

- Understanding Serious Violence.
- Using a Public Health Approach to Prevent Violence.
- Safeguarding.
- Developing a New Organisation.
- Substance Use.
- Using the Evidence Base to Set Up New Projects.

"I've just attended your training session that was put on through the VRN and I thought it was excellent." Feedback from attendee of Substance Use webinar, February 2025.

Investing Knowledge and Skills:

We continue to ensure the practitioners and managers in our commissioned interventions also have access to learning and development opportunities too. We deliver this through our Provider Network, a community of practice for partners working in the field of violence and exploitation prevention. Examples include:

- Cultural Competency delivered by Hope Training.
- Emotion Coaching delivered by Regul8.
- Online Harms Training delivered by Catch 22.
- Neurodiversity and Exploitation Training delivered by Safer Now.
- Understanding Exploitation and Serious Violence delivered by Reach Every Generation.

"Learned a lot and resonated with a lot, I felt uplifted."

"Open communication, discussion, challenging the known and unknown."

Feedback from attendees from the Cultural Competency session, 2025.

Spotlight:

The Online Harms training, delivered by Catch 22 reflected positive improvements across all learning outcomes but notably around awareness of social media practices. In the pre-survey 46% rated their awareness of good or excellent, in the post survey this increased to 100%.

Understanding of the steps of building resilience- In the pre-survey 54% rated their understanding as good/excellent, in the post survey this increased to 100%. 100% of the attendees enjoyed the training and when asked what they most enjoyed, some of the responses were: "The trainer made the training relaxed and comfortable whilst learning", "Very good delivery, easy to understand", "Insightful, interesting, informative".

Campaigns and Cultural Change:

Research highlights the importance of tackling the social norms which can support violence. We have therefore continued to focus on tackling these through campaigns and initiatives which challenge unhealthy norms and promote positive values and behaviours. At our 2024 Community Partnership Event we agreed to co-create a community-based campaign. Following an interactive session, we worked with a dedicated design group throughout the year who informed and shaped the campaign's design and roll-out plan.

Preventing Sexual Violence:

Through the Safer Streets Round 5 funding, we supported the OPCC in the creation of two specialised sexual violence educational packages aimed at young people aged 10-19. Community organisations were invited to apply through two grant rounds, to receive specialist training and accompanying resources, to deliver the packages to young people. A total of 29 community organisations have been trained and funded to deliver the packages to young people across LLR.

SHUSH Project:

The SHUSH Project (Speaking Honestly 2 Understand Sexual Harm) is designed to give young people the tools and understanding to feel confident in making choices for

themselves. This can be achieved through active participation where young people are empowered to play a vital role in their own development and make positive choices in their lives. This also helps them to learn important life skills and practical knowledge. It also gives them the awareness to recognise inappropriate behaviours and feel confident to report these.

Imagery: Images of the SHUSH project documents.

SHARA Project:

The SHARA Project (Sexual Harm Awareness and Recognising Abuse) is designed for ages 16-19. It focuses on more complex issues; it takes a broader societal perspective. It delves into the role of gender stereotypes, societal views, and toxic attitudes that contribute to violence against women and girls. The SHARA Project equips participants with the tools to challenge harmful norms and address sexual violence within a larger context, helping them better understand how societal pressures and discrimination fuel sexual harm and abuse.

Imagery: Images of the SHARA project documents.

Live Safe:

Live Safe continues to develop and maintain its presence and impact within the partnership. Feedback highlights that it is a valuable and accessible resource for parents and carers and young people seeking to find accurate information about topics relevant to them. This year, we co-created pages specifically for professionals. This includes a section for Schools and Colleges, providing information on education packages around key topics affecting the safety of children and young people and a wide range of information, guides and other resources.

Over the last year, Live Safe has achieved over 11 million social media impressions!

LINK: Click here to view the Live Safe Professionals pages.

Preventing and Policing Conference:

In June, we co-hosted the Prevention and Policing conference with Leicestershire Police. Alongside launching their new Prevention Directorate, delegates from the OPCC, Police and the wider partnership heard about the breadth of work being undertake in relation to prevention, received input on evaluation and participated in a multi-agency problem solving exercise.

Imagery: Photo of the audience at the Preventing and Policing conference.

National Collaboration:

Through the Phoenix Programme, the VRN team and members of the delivery team were filmed for a national Focused Deterrence Implementation Guide, produced by the Youth Endowment Fund (YEF). Each film referred to our local experience of setting up a Focused Deterrence programme and they are publicly available.

LINK: Click here to view the Focused Deterrence programme documents.

Later in the year, our Director and Community and Young Person Involvement Manager presented at the national Focussed Deterrence conference, reflecting on the importance of building a collaborative partnership including recognising the value and credibility that communities bring to the programme.

In September, our Programme Manager and Dr Emma Sleath presented their lived experience group, VOICES to the National Police Chiefs' Council VAWG National Stakeholder event, sharing the collaborative work and learning around embedding lived experience and insights to other areas.

We presented to West Yorkshire Reduction Partnership on our Community Leadership Programme and supported them to develop the programme in their area. Both areas then delivered a webinar to the wider network of Violence Reduction Units.

Our Strategic Data and Insights Manager delivered a session on Hot Spots Policing to the national Crime and Justice Analyst Network where we discussed the theory underpinning it, the evidence on what works and explored approaches to hotspot analysis. This session reached over 170 analytical, operational and academic leads and it was a great opportunity to share learning across different areas.

Priority 2

Using data, evidence and evaluation to improve our response

Data, evidence and evaluation are critical enablers to violence prevention and so we have continued to invest in strengthening our capability in this area with the aim of producing high-quality resources which the partnership can use to enhance understanding and ensure resources are used in the most effective way possible.

Data and Insights:

We continue to support data-sharing between partners so we have access to and can use a range of data and insights from different sources. This year we have expanded our work to cover the wider work of the local Strategic Partnership Board and its sub-groups as well as publish a range of different reports.

Strategic Needs Assessment Refresh:

The sixth iteration of the VRN's Strategic Needs Assessment (SNA) builds upon our learning from previous years, strengthening our understanding of the extent and nature, distribution and timings of violence and supporting the partnership in identifying the people and groups who are most vulnerable to being or becoming victims or perpetrators. The findings have been shared across numerous partnership boards, networks and communities and has informed the partnership strategy and plan for 2025/26. An executive summary is publicly available and summarises the key findings from this year's report and outlines 12 recommendations for the core membership.

LINK: Click here to view the Strategic Needs Assessment 2024 to 2025.

Locality-based profiles and Support to CSPs:

Through the Serious Violence Duty, the VRN have continued to support CSPs in accessing and using data and evidence to inform local responses to violence prevention. This has included quarterly updates, bespoke analysis and annual-locality based profiles.

A Guide to Violence Prevention:

We have developed a guide to preventing violence affecting young people in Leicester, Leicestershire & Rutland in partnership with our Community Oversight Group with the aim of sharing the findings of the SNA more widely, thereby enhancing our collective understanding.

Deep Dives:

A series of deep dives were produced this year to further enhanced our understanding of key types of violence and associated harm which our SNA identified as requiring more analysis. This year, this included briefings on robberies, knife-enabled violence, and stalking. These have been shared with relevant Boards and sub-groups to inform responses.

Monitoring and Evaluation:

Understanding whether our activity is having the intended impact allows us to continuously learn and improve and target resource where it is most likely to be effective. Over the last year we have progressed this in several areas and as a result, made positive contributions to both the local and national evidence-base.

Outcome Monitoring:

All our interventions have monitoring frameworks in place. This year we have designed and rolled-out a new dashboard to allow us to closely monitor the delivery of the Phoenix Programme. This has advanced our ability to monitor the delivery of the programme against the operating manual, allowing us to identify what is working well and areas for improvement whilst we are awaiting the outcomes of the independent evaluation.

Evaluation of the Violence Intervention Project (VIP):

This year, the VRN commissioned Rocket Science Ltd to conduct the second independent evaluation of VIP in A&E and Custody. The evaluation found:

- The proportion of individuals who fully engage with the VIP is significantly higher for female and younger (11-15) participants.
- A higher proportion of young people were fully engaged if they were known to be in temporary or unstable accommodation, known to have been in care, affected by exploitation, or absent or excluded from school.
- A statistically significant decrease in re-offending was observed in the proportion of young people committing at least one offence.
- The biggest impact reported by young people participating in VIP is an increase in confidence and self-esteem.

Evaluation of Phoenix and Reach:

The VRN continues to successfully run two high-quality evaluations, Randomised Control Trials (RCTs), in two of our YEF-funded interventions: The Reach Programme and The Phoenix Programme. These evaluations are being led by the University of Hull (Phoenix) and Sheffield Hallam University (Reach), and in partnership with the Youth Endowment Fund. Both the Reach and Phoenix teams have continued to support the evaluation through high-quality data reporting and participating in a number of visits, interviews and observations from the evaluation teams.

An early implementation report for the YEF focused deterrence trial was published in October 2024 which highlights some of the early findings. The full evaluation, which will report on impact on reoffending and other outcomes is due in January 2028.

Evaluation for Community Partners:

We understand the importance of community partners also being able to evaluate their work and so this year the team has worked with Rocket Science to co-produce an evaluation toolkit for community partners, including information and resources on how to develop a theory of change and useful monitoring tools and techniques. The aim of the toolkit is to strengthen the monitoring, evaluation and impact of community-based projects so we enhance our collective understanding of what works well in community delivery. The toolkit will be available from May 2025.

Priority 3

Supporting families to provide nurturing and safe environments

This priority reflects how important the family environment is in influencing a child's emotional, physical and cognitive development and building protective factors which are known to reduce the risk of being involved in violence and associated harm. The VRN partnership delivers a range of well-established services and initiatives which deliver on this priority including Families Affected by Parental Imprisonment (FAPI), preventing and mitigating the impact of childhood trauma, Live Safe and the knife crime workshops.

Families Affected by Parental Imprisonment:

Partners continue to deliver awareness raising training to professionals across the area to ensure parents and carers who have a partner in prison are supported and any negative impact on children is mitigated. The group has also continued to ensure that effective information sharing between criminal justice, education and early help partners is in place so that professionals are also equipped with the information they need to support families.

Preventing and Mitigating the Impact of Childhood Trauma:

The Trauma Informed Partnership went from strength to strength over the last 12 months and transitioned to a more sustainable model. The consortium groups are now organised and run by a cross-sector steering group and membership continues to increase. We co-produced and published two new documents to support the partnership including, "A Guide for Person-Centred Communities", which supports VCSOs in their trauma informed journeys and "A Guide for Implementing Trauma Informed Training" which shares our partnerships learning around what makes "good" training to help those implementing the Organisational Self-Assessment Framework.

Live Safe:

Live Safe continues to be the main vehicle through which the VRN team ensure families have the information they need to keep young people safe. We have continued to invest

in the pages for both young people and parents/carers, ensuring information remains up-to-date and the resources are promoted through our various networks and in-person events.

Knife-Crime Workshop:

Following feedback, this year we designed our first Live Safe workshop for parents and carers with members of our Community Oversight Group, supporting the development of the material. The workshop aims to equip parents and carers with information, tools and resources around the topic including the reasons why young people carry knives, spotting the early signs, having a conversation with their young person and getting help. It also enables parents/carers to understand the reasons why young people may be vulnerable and how we can collectively prevent knife crime. We first delivered the workshop in January 2025, and it will now be offered out more routinely and in response to requests.

Imagery: Photo of the parents and carers workshop poster.

Priority 4

Building protective and cohesive communities

Working 'with and for' communities is a core principle of the VRN and we know from research, as well as our own experience over the last five years, that communities can and do play a vital role in violence prevention. Over the last year, we have continued to collaborate with a range of community partners as well as invest in leadership development, extend our network and ensure communities are involved in the development and delivery of solutions.

Community Leadership Programme:

We ran the fourth cohort of the Community Leadership Programme (CLP) this year in collaboration with the Office of the Police and Crime Commissioner and Jones Consulting. This provided 16 local community leaders with a fully funded 12-week course that enabled them to develop their leadership style, knowledge and skills and apply this to their work with the purpose of building stronger and safer communities. Pre-and-post survey results show notable improvements across our key measures including 88% of leaders rated their awareness and understanding of the best ways to engage with different groups and communities as either 'good' or 'excellent', whilst 65% of leaders rated their awareness and understanding of the public health approach as either 'good' or 'excellent'.

Community Leadership Programme Showcase:

In July 2024, we held the showcase event to celebrate the fourth cohort completing the programme. Participants delivered a presentation around their leadership journey to an audience consisting of Strategic Partnership Board representatives, their own personal guests and wider VRN partners. The showcase included keynote talks from local senior leaders and provided opportunities to network.

Imagery: Picture of the Community Leadership Programme Cohort 4 members with partners.

Community Leaders Network:

Community Leaders Network (CLN) welcomed cohort 4 into the Network and continued to meet regularly throughout the year with the aim of continuing to develop and collaborate. The Network also benefitted from funded coaching and facilitated sessions from Jones Consulting. Examples of activity include:

- CLN members contributed to two community campaign design sessions.
- Co-hosted the Community Partnership Event.
- Produced a directory on the website now has profiles for 21 community leaders.
- Demonstrated an increased reach across social media and visits to the CLN website.
- Launched their first newsletter.
- Delivered a "Perform for a Cause" (PFAC) event which used the arts to engage young people in violence prevention and community safety.

Community Partnership Event:

Our annual Community Partnership event was held in February 2025 in collaboration with the Community Leaders Network (CLN). Entitled "With and for Young People", we brought together our community and wider VRN partners to share learning, increase collaboration and a shared commitment to strengthening our work with children and young people.

Over 150 delegates from across the partnership took part in the event and attended a series of three interactive workshops, led by young people, which focused on: Prevention and Diversion, Youth Voice and Participation and Youth Work. Each workshop also included a short co-production activity, and the outputs have been included in Delivery Plan for the year ahead.

"It was an excellent event, really well organised, run and delivered and it properly lived up to its name "with and for" young people. The young people there were

inspirational and brilliant, as were the videos, poets and marshals. Thank you" – Feedback from an attendee of the Community Partnership Event.

Imagery: Photo taken of the audience at the community partnership event listening to a speaker.

Community Oversight Group:

Alongside having community members on our Strategic Partnership Board, we also continue to invest in the Community Oversight Group (COG) which influences, shapes and scrutinises the VRN's work. In 2024/25 we recruited our second group of COG members and they have already made positive contributions to our work including:

- Co-designing our trauma-informed guide for person-centred communities.
- Supporting the Phoenix team around the delivery of initial messaging to encourage participation into the programme.
- Reviewing and providing feedback on the first drafts of our social skills resources which will be launched in April 2025.

Imagery: Image of the front cover of the document titled: "A Guide for Person-centred Communities".

Problem Solving with Young People:

Through a collaboration with the Police, Beaumont Leys was identified as an area that had high level of Anti-Social Behaviour (ASB) in and around the shopping centre.

The team of Police and partners worked together collaboratively with young people through a focused pop-up event held locally at a location and time that was accessible to young people. As a result, the multi-agency team could then understand the ASB issues from the perspective of a young person, ensuring there was a sound understanding of where they felt safe and unsafe and then co-creating the solution. As a result, during February half term, there was a 40% decrease in ASB in the shopping centre area. This project has been recognised locally and recently won Leicestershire Police's Problem-Solving Awards.

"We're excited about the potential for this partnership to continue making a real impact and look forward to exploring new ways to develop it further." Quote from Leah, an E2 Community Partner.

Imagery: Two photos of children taking part in the problem-solving activities.

Priority 5

Providing safe, inclusive and high-quality education settings

Education partners play a vital role in delivering on the VRN's ambitions to prevent violence and it is therefore important that they are supported to do so by all partners. Over the last year, we have continued to strengthen our relationship with schools, produced resources to support the development of skills and knowledge and invested in interventions relevant to violence prevention in education settings.

School Network Meetings:

The remit and membership of SNM's was expanded in the autumn of 2024 to include wider information and representation from the partnership, particularly around exploitation. The aim of the network is to share learning and resources related to harm outside the home such as knife crime, wider violence and exploitation. Education establishments across LLR meet on-line every term. Key inputs delivered this year include:

- Leicestershire Police's Child Centred Policing strategy
- Community sports and violence prevention
- Victim First support offer for schools including restorative justice.

This year, the VRN also published the second edition of the Schools Handbook, a resource outlining key information and resources relating to how education partners can prevent violence.

Imagery: Picture of the front page of the document titled: "A Handbook for Schools Leicester, Leicestershire and Rutland".

Live Safe:

This year we launched the professional's pages in Live Safe which includes specific sections for schools, colleges and other education establishments. Alongside a wide array of information relating to young person safety, the pages also include a section specifically in relation to how education partners and police will work together, including:

- The new schools-police charter which outlines how police and education partners will work together.
- Guidance around when schools and colleges should report information to the police.
- Details of the Police's education offer for schools and colleges, including prerecorded versions.

- Information and a link to the community portal – providing an on-line method for sharing non-urgent information with police.

Mentors in Violence Prevention:

Our Mentors in Violence Prevention (MVP) programme continues to run across local primary and secondary schools. A further wave of 19 schools completed their MVP training this year. These newly trained teachers and school staff will then recruit and upskill student mentors ready to start delivery in Autumn term. The new schools will also be involved in an evaluation of the intervention which will then inform decision-making over the potential extension of the programme into other settings.

Comprehensive primary and secondary MVP guides have been developed and launched this year to support existing and new MVP schools.

We have continued to use the MVP Network meetings as a means of sharing updates, discussing emerging themes and good practice developments, such as one school hosting 1:1 drop-in sessions for students to access MVP.

Imagery: Photos of the front covers of the MVP Guide for Primary School and the MVP Guide for Primary Schools.

The Reach Programme:

The Reach Programme, an intervention for 11-16 year olds delivered by the City and County Councils for children at risk of exclusion and violence, is in the final stages of the independent evaluation. This year the programme has extended its offer to include 4 more schools, now operating across 5 County and 9 City Secondary schools.

Our funding partner the Youth Endowment Fund visited the Reach Programme in September where they met with the delivery team, head teachers and children who had completed the programme – all spoke very positively about their experiences of the programme and the impact they had experienced.

"[The Reach Programme has given me an] increased in confidence and has helped with mental health - meeting with the family has helped she is not in trouble now in and out of school. At home she is very happy she is doing amazing. L is more confident than she was, she does not have suicidal thoughts anymore, much happier at home, engaging in conversation, Reach as given her a different perspective on how to deal with issues etc and L has really listened and taken this on board. Just brilliant so thank you." – Feedback from a parent.

"He has taught me people skills and how to communicate better and more effectively. Offers support when I need and are always happy to answer questions."- Feedback from a young person. "If there's any problems, I know I can tell her. We speak about anything that goes wrong in my school days, and we manage to get it sorted." – Feedback from a young person.

Alongside the external evaluation's Strengths and Difficulties Questionnaire, the VRN also monitor a number of pre- and post- measures completed by the young person. The chart below highlights the improvements made across all measures, with the greatest difference observed in relation to the young person's motivation at school, anger and confidence.

Imagery: A graphic showing an overview of the delivery of The Reach Programme in 2024/25. The Reach Programme engaged with 95 young people with the following demographic breakdown:

- Ages 11-16
- 64% Male, 36% Female
- 71% White, 12% Other, 9% Asian, 7% Mixed and 1% Black

Across the intervention, an average of 49 sessions were offered with an average of 41 (85%) attended. Young people received the intervention for an average of 171 days.

Imagery: The chart highlights improvements across all 6 pre and post measures completed by the young person. The scores were as follows:

- Anger (Pre 2.4, Post 3.1)
- Motivation at school (Pre 2.5, Post 3.3)
- Confidence (Pre 3.5, Post 4.1)
- Feeling bad about myself (Pre 3.7, Post 4.1)
- Friends (Pre 4.0, Post 4.3)
- Relationships at home (Pre 4.1, Post 4.4)

Priority 6

Connecting young people to purposeful activities and trusted adults

This priority is based on the evidence that the risk of involvement in violence can be mitigated through the development of strong and stable connections with trusted adults including family members, teachers, youth workers, community members or coaches. Purposeful activities are also important not only to keep young people in safe spaces but to build the skills and confidence which protect against vulnerability to violence. This year we have continued to invest in several partnerships and initiatives as well as resources for those working with young people.

Specialist Sports Provider:

Leicester City in the Community have continued deliver our specialist sports provision. By providing swift, meaningful opportunities- from taster sessions, gym memberships and support to access local grassroots sport provision, this service has empowered young people to find strength and confidence. An offer around nutrition and gym inductions has extended to include a holistic training plan which can be tailored to individual needs.

"I go with my mates (to the gym) and I'm really enjoying it. It is really helping a lot, staying calm and helping with my health." - Feedback from a participant.

Imagery: A graphic shows an overview of the delivery of the specialist provider for sports and physical activity (delivered by Leicester City in the Community) in 2024/25.

The service supported 80 young people with an average of 10 sports sessions attended and 2 mentoring sessions attended on average. Young people received support for an average of 97 days, with 75% of young people engaging with the gym (other sports offered included football, boxing, swimming, basketball and rock climbing).

Improvements were observed across a range of outcomes including:

- Increased participation in sport/physical activity
- Increased confidence
- Sustained engagement with sport/physical activity
- Improved emotional wellbeing.

Imagery: Photo of members of Leicester City in the Community team at Leicester City Football Club.

Sports Partnerships:

Through our collaboration with StreetGames and Active Together, there has been an increase of weekly accessible sports sessions for young people in priority areas this year, delivered by locally trusted organisations. We have also seen an increase within secondary provision, allowing those with vulnerabilities to access suitable sporting opportunities, such as direct referrals from Leicester City children and young people's justice service into 1st Legion mixed martial arts gym, where sessions include mentoring and adapted to the needs of the young people.

We have also observed an increase of collaborative work strengthening secondary provision within hotspot areas. Unity b Boxing and E2 have collaborated to provide a free boxing session for the young people within Beaumont Leys and have increased the number of weekly sessions to reach more young people. There has also been a number

of workforce development opportunities that have been accessed, including mental health first aid, managing challenging behaviour and sports activator courses.

Other activity includes:

- Supported E2 at Beaumont Leys and the Highfield centre who are locally trusted organisations (LTO's) to access funding. Support was provided with bids and processes, utilising the audit to prioritise these specific areas.
- Generated more doorstep sport through youth groups and community groups, working with Zamzam Unlimited CIC to develop offers in the priority Beaumont and City areas.
- Supported the Youth Sports Trust to develop relationships with schools, based in areas of higher violence.

Imagery: Photo of a school partnership meeting in progress with members round a table talking.

Violence Intervention Project:

Delivering from Police custody and a local A & E department, the Violence Intervention Project (VIP) is our largest intervention targeting young people aged 11-25 in reachable spaces through a dedicated team based within these sites. Turning Point are the providers of the navigator service and this year have worked with over 320 young people.

"It has really helped me start using my spare time more positively, it has encouraged me to get into a good routine. I have started to feel better, am more healthy and with feeling better my confidence to do other things has improved." – Feedback from a participant.

Imagery: A graphic providing an overview of the reach of the Violence Intervention Project in A&E in 2024/25. VIP engaged with 108 young people with the following demographic breakdown:

- Ages 11-25
- 78% Male, 22% Female
- 71% White, 22% Asian, 5% Black, 1% Mixed and 1% Other.

Imagery: A graphic providing an overview of the reach of the Violence Intervention Project in Custody in 2024/25. VIP engaged with 215 young people with the following demographics:

- Ages 11-25
- 87% Male, 13% Female
- 66% White, 13% Black, 10% Asian, 10% Mixed and 1% Other.

Violence Intervention Project Case Study:

L.S., a 16-year-old male engaged in custody after being arrested for a violent offence. L.S. disclosed past trauma, autism and ADHD, struggled with his mental health, selfharmed and had a suicide plan. He felt his peers were negative influences and affecting his mental health. Social care and CAMHS were already involved with this young person.

The VIP worker provided mentoring and completed referrals to access specialist employment, training and education services, support to access a gym and facilitated LEGO [®] Serious Play [®] to develop his self-esteem.

At closure, L.S. improved on his risk scales and was enrolled onto a mechanics course. His mental health and self-esteem had both seem significant improvements. L.S. reflected that the VIP had helped make his problems more bearable and reported minor difficulties with his social and emotional concerns compared to previously scoring them as major difficulties. L.S. collaborated with VIP on his safety plan and this was sent and utilised by other remaining professionals in his care including his mum, social care, school and youth justice.

Specialist Employment, Training and Education Service:

Leicestershire Cares has continued to be our delivery partner in our Employment, Training and Education (ETE) service.

Referrals have continued to increase with the addition of a dedicated resource for the Phoenix team. The intervention has observed high rates of engagement and has provided a wide range of activities to improve employability.

"I am very grateful for what I learnt whilst being on the project, I am looking forward to using the skills I have learnt to help other young people." Feedback from a participant.

Imagery: A graphic providing an overview of the delivery of the specialist provider for education training and employment (delivered by Leicestershire Cares) in 2024/25. The service had 80 young people referred with 99% of referrals agreeing to engage with an average of 2.5 sessions attended.

The outcomes of the service include:

- 76% of participants engaged in activity to improve employability
- 25% of participants started a training or education course
- 21% of participants gained employment.

Employment, Training and Education Service Case Study:

During a goal-setting session, T.B. expressed his dream of enrolling in a fashion course or working as a junior stylist to gain more experience. T.B. completed a CV session and personal statement session, with relevant transferrable skills identified. T.B. attended a World of Work tour, CV workshop, mock interviews, and employability events. T.B. actively embraced networking opportunities, such as the Hope Hack event, connecting with organisations which are now supporting T.B. in launching his own fashion project, dedicated to empowering young people who aspire to pursue careers in the arts and fashion.

Social Schools Training Toolkit:

We started a collaboration with Loud Speaker to develop a social skills toolkit for use by our partners working with young people. The YEF toolkit rates social skills as a high impact intervention for violence prevention. The toolkit will be an interactive visual and guiding resource that can be used flexibly across all community settings with clear guidance and videos. It will be launched in May 2025.

Imagery: Loud Speaker organisation logo in black and white.

Involving Young People in Solutions:

To increase young person involvement in the VRN's work, we have partnered with the Hope Collective to employ a Youth Development Officer. The dedicated role commenced in December 2024 and has supported the development and young person representation at local Youth Joint Action Groups (JAG's) as well as planning how we can integrate young involvement more into our work over the next year.

On 8th July, the VRN partnered with the National Police Chiefs' Council, Hope Collective and Violence Reduction Units across the Midlands, Greater Manchester and Lancashire to hold a Hope Hack in Coventry focused on Reimagining Policing. Over 20 young people from Leicestershire joined young people from across the Country to develop solutions for fairer policing and delivered their solutions to Senior Policing Leads across the Midlands. The day involved performances, panels and workshops led by young people. Community and education partners supported the event by ensuring their young people had the opportunity to attend. This included Go Getta CIC, The Centre Project, St Matthews Big Local, ZamZam Unlimited CIC, The Dialogue Society, SOCOPA, and Limehurst Academy.

Imagery: Three colourful images of the Hope Hack.

Priority 7

Providing opportunities for rehabilitation and recovery

While our preference is to proactively seek out opportunities for primary prevention and early intervention, a comprehensive whole system approach to prevention also includes responding effectively in the aftermath of violence. This year we invested in several initiatives to both support victims but also enable the rehabilitation of perpetrators to prevent reoffending.

Community Response to a Critical incident:

As a direct result of community feedback following a serious incident involving young people, we worked with communities and the wider partnership to develop a process and guide to ensure children, young people and Community Response to a Critical incident communities are better supported in the future. The process involves a multi-agency meeting, with community partners to ensure a co-ordinated offer of support from services and local community groups is put in place swiftly, thereby ensuring the safety and well-being of children and young people who may have been affected.

The Phoenix Programme:

Our local partners, Leicester City and Leicestershire County Youth Justice teams, Probation, Police and Ingeus have continued to deliver a 'focused deterrence' based intervention for young people and adults who are involved in serious violence.

Participants in the programme are offered high levels of support from services and communities balanced with deterrence activity if concerns persist or escalate.

The referral pathways have developed this year with the inclusion of a Martial Arts bespoke offer starting with one-to-one sessions to increase confidence and capability to move into group and team-based activities.

Imagery: A graphic providing an overview of the delivery of the Phoenix Programme in 2024/25. The programme reached 98 participants with the following demographic breakdown:

- Ages from 14 plus, with 77% of participants aged under 25
- 98% Male, 2% Female
- 49% White, 19% Asian, 18% Black, 9% Mixed and 4% Other.

Focusing on delivery, the programme has offered over 1700 appointments to the participants, with 65% of these taking place in the community or in the home. Over 250

onward referrals have been made to specialist services. 81% of individuals were exited out of the programme due to good progress or no offending, and across the cohort, improvements were made across a range of outcomes including: substance use, mental health and wellbeing, relationships, positive activities, choices and behaviour and education and work.

Phoenix Programme Highlights:

The Phoenix Programme was highlighted as an example of good multi-agency prevention practice in a recent inspection of Leicestershire Police. The team hosted a visit from the Inspectorate and outlined the design and delivery of the programme and how the analytical team track progress and impact.

This year the Phoenix Programme was also highlighted in the HMIP thematic young adult inspection:

Quote: "In an example of good practice, a young adult in our sample was allocated a 'Community Navigator', who had experience of the criminal justice system themselves. [...] The probation practitioner highlighted how much the young adult appreciated the support of someone who had first-hand experience of the probation system as a young adult and had successfully moved forward in their own life."

Phoenix Programme Case Study:

A.J. consented to the programme and had been in both support and deterrence elements of the programme. The package of support included:

- Referrals to Leicestershire Cares for ETE Support and attended job interviews.
- The team completed visits with the participant in custody, after being arrested for acquisitive crime offences.
- Completed a placement with a mechanic, after expressing an interest in cars and bikes.
- Attended a Youth Course in Birmingham with his Community Navigator, centred around employment and support for young people.

A.J. transitioned out on grounds of good progress and reduction in offending following successful completion of the programme.

Next Steps

This report outlines our continued progress and a myriad of activity and achievements over the last year. As well as regularly receiving positive feedback from our partners about the value of the Network, we have seen another year of reductions in serious violence. Despite this, we know that preventing violence in the long-term remains challenging and requires us to continue with the activity which is proving effective as well as striving to do more for our children, young people and communities. It is encouraging that the new Government has continued to invest in the Violence Reduction Unit programme and their Safer Streets mission will provide us with opportunities to advance our work further. In particular, the VRN has been tasked by the Home Office with piloting the new Prevention Partnerships and Panels. These are designed to ensure local partners are aware of the children and young people most at risk of violence and exploitation and there are visible and effective diversionary pathways in place to prevent these risks becoming a reality. This will assist us to build on progress to date and have a wider impact on this vulnerable group both now and in the future. To support these developments, the VRN's Annual Delivery Plan for 2025/26, has an increased emphasis on the earlier diversion of children and young people including investing in community-led provision.

Examples of Planned Activity:

- Work with strategic partners to introduce the new Prevention Partnerships into our area.
- Extend data sharing and analysis to support identification of 'at risk' children and young people.
- Invest in community-led diversionary activity in our priority areas.
- Extend our sexual violence prevention projects into schools and other education establishments.
- Launch and roll-out the new Community Anti-Violence Campaign 'Voices Against Violence'.
- Delivery a fifth cohort of our Community Leadership Programme and continue to invest in the local Community Leaders Network.
- Provide toolkits for community partners, including our new Social Skills Training for Children and Young People.
- Co-design and deliver a learning and development programme for our partners.
- Complete the evaluations of Reach and Phoenix and agree future investment with partners.
- Map and develop an open access on-line platform to increase public awareness of purposeful activities available for children and young people.

End of document.

Agenda Item 8

OFFICIAL

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Police and Crime Panel for Leicester, Leicestershire and Rutland

8th June 2025

Corporate Governance Board Update

Report Date	8th June 2025
Report Author	Lizzie Starr, Director of Governance and Performance
Security Classification	Official



Purpose of Report

- 1. In his role as the Police and Crime Commissioner (PCC) the Commissioner is required to secure efficient and effective policing for Leicester, Leicestershire and Rutland, appoint a Chief Constable and hold them to account.
- 2. The PCC brings this report to outline for the Police and Crime Panel how he is fulfilling his duty by holding the Chief Constable to account for the performance of the force through the Corporate Governance Board.

Request of the Panel

- 3. In their role to scrutinise the actions and decisions of the PCC, the Commissioner requests that the Panel examines the contents of this report. He would specifically like to ask the Panel their opinion on the following questions;
 - a. Is the Panel content in the way that the PCC has held the Chief Constable to account through the Corporate Governance Board?
 - b. Would the Panel like to make any recommendations to the PCC in relation to this matter?

<u>Summary</u>

4. It is the opinion of the PCC that there is a robust system in place to challenge the Chief Constable on performance with the use of new standardised metrics and regular monitoring and discussion between the Performance Team.

Background

- 5. Chaired by the Police and Crime Commissioner, the Corporate Governance Board is attended by both the OPCC and the Chief Officer Team who meet roughly every eight weeks to discuss and highlight the performance of Leicestershire Police force, allowing the PCC to challenge, scrutinise and discuss potential support from the OPCC. Below is a report detailing the discussions of the meeting held on the 26th March 2025.
- 6. In advance of the Corporate Governance Board meeting and in support of setting the agenda, the OPCC Performance Team review national and local data surrounding Force performance and attend national and regional meetings to inform the areas of scrutiny within CGB.
- 7. The purpose of the Corporate Governance Board is to allow the PCC to carry out their statutory duty of holding the Chief Constable to account on behalf of the public. The board consists of both reports, presentations and verbal discussions guided by the Chair on key areas such as performance, corporate risk, recruitment and HMICFRS among other measures. This report is to highlight the main points and areas of scrutiny during the meeting.



Summary of scrutiny and impact from the March CGB

- 8. The March CGB agenda was as follows;
 - a. Operational summary
 - b. Operational Performance Annual Homicide Profile
 - c. Finance Q3 Budget Report inc. update on Capital Program
 - d. HMICFRS Detailed response to PEEL
 - e. Police and Crime Plan Police and Crime Plan Monitoring Approach & Prevention Approach
 - f. AOB Anti-fraud, bribery and corruption policy, Sustainability Strategy & Defending Democracy Paper
- 9. The key lines of scrutiny from the March CGB meeting are as follows;
 - a. Praise for the work of the Force around E-scooters in the city centre
 - b. Scrutiny around the Force's performance in relation to Homicide and the prevention of Domestic Homicide
 - c. Scrutiny around the latest Force budget
 - d. Praise for the Force's efforts to keep elected officials safe
- 10.DCC Sandall provided the Board with an operational overview of several successful operations for the reporting period. DCC Sandall also noted one incident wherein an officer was seriously injured in a property in lbstock by a dog after this was recently circulated via comms.
- 11. The DPCC expressed concern at length of time between investigation and prosecution and queried whether this impacted the support for officers as victims in this case. DCC Sandall provided assurance around the wellbeing checks for said officer, in that there are daily check ins, contact from the Chief Officer team and also line managers offer continued support to officers and staff to support their recovery.
- 12. DCC Sandall summarised that there had been significant proactive work for the quarter, including:
 - a. Updates on the delivery of the You're Right That's Wrong Campaign following the Angiolini Inquiry
 - b. Updates on a series of public-focused social media campaigns on topics such as e-scooters, romance fraud and promotion of the Sexual Assault Referral Centre among others
 - c. Recent arrest of a woman who was subsequently charged with stalking the family of Madeline McCann
 - d. The Force also detailed a number of successful court convictions for this period including a life imprisonment sentence for a total of 29 sexual offences and violence including rape and a sentence for life imprisonment after a guilty murder charge with minimum term of 26 years.



- 13. In relation to the Angiolini Inquiry, the Force was asked about their commitment to being anti-sexist and anti-misogynistic. It was queried what work has been done to define how big a problem that was within Leicestershire Police if at all, and what measures have been put in place to reduce impact.
- 14. The Force provided assurance that their findings suggest this isn't a problem locally however the Campaigns Team stated they had increased traffic on the You're Right That's Wrong Campaign on the intranet. The Board was informed that the Professional Standards Department are carrying out ongoing robust work to identify behaviours that fall short. DCC Sandall provided an update on plans to follow up the campaign with a focus on prevention and workplace culture. The PCC stated that he appreciated what the Force was doing in response to this enquiry.
- 15. The PCC complimented the Force on their campaign work around e-scooters in City Centre. The PCC asked what criteria is used to decide when/where/if this work is rolled out to wider Force area. The PCC was assured that the Force would explore other locations where this issue consistently comes out as a local priority. The force outlined how feedback is captured from residents through their monthly neighbourhood link survey, and this influences the local priorities.
- 16. The PCC queried the Crime and Policing Bill cited within the report asking whether the Force are expecting this to have any impact within our area. DCC Sandall responded that it will, noting that it sets out specific actions on which the Force will need to report into the Home Office, however stated that locally the Force feel they are well prepared, referencing their prevention directorate and some extra grants locally that will help build the areas set out within the bill. The Force updated the board that when the Bill is signed off there will be an assessment on the local impact and changes required and a subsequent briefing to the PCC.
- 17. The Force's **Annual Homicide Profile** was presented to the Board. This report touched on the key themes and recommendations for prevention work around homicide based on the patterns from the 2024 volumes. The PCC was assured around the work the Force has done around driving down the volume of homicides in 2024. The PCC praised the Force for its work in reducing homicides linked to organised crime. The DCC credited this to the Force's proactive policing and awareness of Organised Crime Groups, the Board was also updated on the Force's bespoke Homicide Prevention Strategy which has a strong focus on prevention and the public health approach.
- 18. The Force was asked to provide assurance on the work being done to prevent domestic homicide and was asked what more the PCC and partnership could do to support a reduction in domestic homicide. An update was provided that the Force's approach to taking an evidence-based approach and the Force's



threat assessment unit has been identified within the HMICFRS PEEL inspection as good practice and shared with other forces.

- 19. A report was brought to summarise **the revenue and capital budget outturn projections** as at 31st January 2025. The report outlined that the current projected revenue outturn confirms that the Force will deliver the £8.6m savings requirement this year, and is likely to realise further savings of £7.1m, thereby increasing forecast savings to £15.7m; £5m of the corporate underspend is planned to be used to offset pressures in the 2025/26 budget. It should be noted that the net underspend of £895k in the delegated budgets relates to officer overtime and non-pay only. All savings realised from staff vacancies are reported in the efficiency savings / pressures narrative.
- 20. Whilst the DCC updated the Board that the Force was in a positive position thanks to the hard work of the finance team over the year. It was also recognised that whilst the projected revenue and capital outturns will change during the remainder of the financial year, the Force have managed to bridge the gap and make over-savings. Stating that positive decisions made during the year have put the Force in a strong position for dealing with upcoming challenges in 25/26.
- 21. The PCC queried the impact of over-achieving savings and asked how this impacts service to public. DCC Sandall responded that there is evidence that response times are improving and that detection rates are going up, and that even though the Force have had to manage the cuts, they have tried to retain the level of service by refocusing spending. DCC Sandall summarised by saying there will be an effect to some degree in comparison to service level of having a fully staffed Force but that the Force have achieved well in the circumstances with resources available.
- 22. The Board received a detailed report on the 10 AFIs (areas for improvement) identified in the **2023-2025 PEEL Assessment** relating to Leicestershire Police. The Board were updated that despite 10 areas being identified, Leicestershire did not receive any causes for concern and that there are already realistic, tangible plans to address each of them in place by the Force.
- 23. The Force were praised for their transparency around the recommendations and were asked further questions by the Board on how the evidence relating to the actions is tracked. It was agreed that the HMICFRS tracker would be shared with the PCC and bought back to a future meeting.
- 24.A report was bought to the meeting outlining the proposed approach for **monitoring the 2025-2029 Police and Crime Plan**. The approach was agreed by the Board and the regular updates will be coming through the Corporate Governance Board. The Board also agreed to trial a public scrutiny approach



to enable greater transparency and public accountability in relation to the Police and Crime Plan.

- 25. The Force brought a report on a **joint prevention strategy** to seek formal signoff for proposals to establish a more connected and collaborative approach to the OPCC and the Police's approach to prevention strategy, planning and delivery. It also provided an update on how key areas are progressing. The report outlined how significant work has been undertaken over the last 6 months, the Chief Executive of the OPCC and the Assistant Chief Constable for Crime, Criminal Justice and Prevention have led work across both organisations to explore how the OPCC and Force could collaborate more within this area of business (including in relation to prevention-focussed programmes such as the VRN). It was agreed that a joint prevention strategy would be developed during Q1 2025/26 with an ambition to push an evidencebased approach and develop annual delivery plans.
- 26. The report was signed off and supported by the Board who were enthused about prevention and partnerships and having one version of the truth which flows down into all of the programmes of OPCC and Force.
- 27. The **Joint anti-fraud**, **bribery and corruption policy** was bought to the Board for formal sign off. The policy was supported by the Board and the Board agreed to a joint communications approach to ensure this policy and the responsibilities of individuals to report was available and accessible to all in force.
- 28. The **draft Sustainability strategy** was bought as a first draft to the Board for considerations around next steps. As this is a key action within the PCCs new Police and Crime plan, he was thankful to the Force for bringing this back for comment. The PCC queried the scope of the strategy as this contained many mentions of Carbon saving but not much mention of pollution, nor wildlife crime. It was agreed that a meeting with the PCC would take place outside of the meeting to review the strategy and sustainability action plan 2024-29.
- 29. A paper on **Defending Democracy** was presented to update the Board on the requirements of the defending democracy protocol and provide assurance that all recommendations had been implemented locally. The paper included details on the seven requirements of the protocol with confirmation and context of the action taken in Leicester, Leicestershire and Rutland. The report outlined that Leicestershire Police is fully compliant and has embedded 5 of the 6 active protocols, awaiting the College of Policing Guidance for the final one, which will be utilised on circulation.
- 30. DCC Sandall highlighted that the Force had been nationally recognised above all other Forces in England and Wales. The PCC congratulated the Force on their efforts to keep elected officials safe.



- 31. The Board received an update paper on the **ASB Hotspot funding,** including delivery timelines, resource utilisation and the vision. The PCC was really pleased that the Force have taken on board his challenges from last year and elements such as non-police patrols and the dedicated team are progressing well. He confirmed his support for the 25/26 plans. A decision was made that the PCC supported the application.
- 32. The next meeting of the Corporate Governance Board is scheduled for the 6th May 2025.
- 33. The actions captured and discussed within the Corporate Governance Board are tracked by the OPCC for completion and the performance reviewed.

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Police and Crime Panel June 2025 Collaboration

Report Date	May 2025
Report Author	Claire Trewartha, OPCC, CEO and T/DCC Michaela Kerr
Security Classification	Official



Purpose of Report

- 1. As set out in the Police and Social Reform Act 2012, in his role as Police and Crime Commissioner, the Commissioner can enter into collaborations where they are of benefit of Leicester, Leicestershire and Rutland.
- 2. The Commissioner enters into a number of collaborations, with the support of the Chief Constable, where it is beneficial to do so. This report aims to provide the Police and Crime Panel with assurance around the collaboration: EMSOU.

Request of the Panel

3. In their role to scrutinise the actions and decisions of the PCC, the Commissioner requests that the panel examines the contents of this report.

Background

- 4. The East Midlands Special Operations Unit (EMSOU), utilises specialist skills and capabilities to tackle the most serious, organised and violent crime, including terrorism. Established in 2001, the unit is a collaboration of specially trained officers and staff from the police forces of Derbyshire, Lincolnshire, Leicestershire, Northamptonshire and Nottinghamshire in the East Midlands.
- 5. EMSOU aims to identify, disrupt and prosecute those individuals or groups causing the most harm to our communities.
- 6. They also, by working with other agencies, seek to prepare the public in the event of a major incident, equip them with the knowledge to protect against crime and prevent people from being drawn into crime.
- 7. In March 2023, HMICFRS found EMSOU's activity to on tackling serious and organised crime to be inadequate. With that report they highlighted a number of areas of improvement and development. These included:
 - a. EMSOU is overly focused on traditional SOC threats.
 - b. EMSOU isn't releasing intelligence gathered during investigations early enough.
 - c. The current regional sensitive intelligence unit arrangement isn't effectively informing regional threat assessment.
 - d. EMSOU isn't using undercover tactics effectively.
 - e. EMSOU is tackling SOC offenders in prison but needs more support from partners and constituent forces.
- 8. It is also of note that, within the same report, HMICFRS rates Leicestershire Police as 'outstanding' at tackling serious and organised crime, praising its integrated approach to tackling serious and organised crime, exploitation and violent crime. It focuses on these three problems with a whole-system approach.



- 9. Throughout 2023 a series of workshops were held with all forces, including T/DCC Michaela Kerr representing Leicestershire, following which all forces have agreed to the funding proposals and organisation of EMSOU capabilities from April 2024 onwards. This includes standing up an ongoing cross-force working group that will develop a longer-term financial plan around sustainable savings and funding agreements.
- 10. These proposals were presented to the PCC as part of the budget setting process and approved.
- 11. In January 2024, it was agreed that a full review of all EMSOU capabilities, including the intelligence functions highlighted in the HMIC report would take place, under the leadership of an identified Chief Constable Senior Responsible Officer. Chief Constable Nixon has been appointed to undertake that role and has stood up a programme of work to deliver the require improved operating model.
- 12. This work took place during 2024 and reviewed the entire EMSOU operating model.
- 13. In response to the HMI recommendations for improvement the response to SOC was proposed to move into delivery via four pillars; intelligence, financial, SOC and homicide. With the model recognising the increasing digital capability of criminality.
- 14. This enables some efficiency to be realised while also enabling investment in Prison Intelligence, Digital Forensics and Technical Services and Surveillance. The areas outlined in the HMICFRS report.
- 15. The new operating model has been signed off and is being brought into effect. The change will bring about £1.5m of savings, some of which will be offset by investment into the priority areas above.
- 16. A Quarterly 5 force management oversight board has been stood up which provides support, consistency and assurance around the performance, value for money and service delivery of the new operating model – this is Chaired by Leicestershire's Deputy Chief Constable (T/DCC Michaela Kerr) on behalf of the East Midland Forces and is attended by T/ACC James Avery in his role as the Leicestershire Chief Officer lead for Crime
- 17. The EMSOU Tasking and Prioritisation processes have also been strengthened since the previous report, with an improved Tactical and Strategic Tasking model introduced. T/ACC Avery represents Leicestershire Police in the Strategic Tasking process, with Det Supt Drummond (Head of



Leicestershire Police Force Intelligence Department) representing the force in the Tactical meeting.

- 18. EMSOU has successfully implemented the nationally agreed system for recording and evaluating SOC disruptions and now provides regular updates to forces on performance and impact.
- 19. The recommendation to better reflect the nationally recognised '4P' approach to delivery plans (Protect, Prepare, Prevent and Pursue) has been adopted, and better supports Leicestershire Police aligned 4P Plans which are overseen via the Layer 3 (Crime) Oversight Board, Chaired by T/ACC Avery
- 20. The Commissioner and Chief Constable have been able to fully review the proposals within the Regional Police and Crime Commissioner and Chief Constable Board meetings.
- 21. The new Section 22 agreement was signed in Spring 2025 by the PCC.

Conclusion

22. Both the Chief Constable and Commissioner are content that the areas for improvement identified by HMICFRS have been addressed and that EMSOU still provides the most effective and efficient way for this area of policing.

------ End of Report ------

Agenda Item 10

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Police and Crime Panel

June 2025

Monitoring the Police and Crime Plan 2024-29

Report Date	9 June 2025
Report Author	Lizzie Starr, Director of Governance and Performance
Security Classification	Official



Purpose of Report

1. This report is brought to the panel to provide an update on the arrangements to monitoring the delivery of the Police and Crime Plan that commenced in April 2025.

Request of the Panel

- 2. In their role to scrutinise the actions and decisions of the PCC, the Commissioner requests that the panel examines the contents of this report. He would specifically like to ask the panel their opinion on the following questions;
 - a) Is the Panel supportive of approach outlined in respect to the monitoring arrangements of the delivery of his Police and Crime Plan 2025-29?
 - b) Would the Panel like to make any recommendations to the PCC in relation to the approach outlined within the report?

Summary

- 3. It is the opinion of the PCC that this report sets out a clear and transparent approach to monitoring the delivery of his Police and Crime Plan and that this approach provides regular and timeline updates to the public.
- 4. The PCC is supportive of plans to enhance the scrutiny around the progress of the plan by developments such as; the internal governance structure, named key owners and points of contact and inclusion of the public and public scrutiny panels.

Background, Relevant Data and Trends

- 5. The Police and Crime Plan was brought to Police and Crime Panel in Autumn 2024.
 - a. That paper and the approach taken to setting the Police and Crime Plan can be found at page 23 here: <u>Presentation of a New Police and Crime</u> <u>Plan</u>
 - b. The final version of the Police and Crime Plan can be found here: Police and Crime Plan 2024 - 2029
- 6. Monitoring a Police and Crime Plan is essential to ensure that the strategies and objectives outlined in the plan are being effectively implemented, and that they are achieving the desired outcomes. It also helps identify areas where adjustments or improvements are needed.
- 7. Delivery of the expected outcomes from the plan will be monitored through a set of headline performance measures and a number of sub performance



measures. These measures will form an associated Police and Crime Plan performance framework.

- 8. Before monitoring the plan, it is important to have clear, measurable goals and objectives for each delivery area. These have been aligned with both short-term and long-term crime reduction and public safety outcomes and the National Crime and Policing Measures and Home Office VRN success measures that are monitored quarterly by the Government to reduce duplication.
- 9. Effective monitoring of a police and crime plan requires consistent and reliable data collection. This data will help assess progress against the established objectives. The metrics will be collected on a quarterly basis and where possible directly sourced by the OPCC to avoid unnecessary demand on the Force analytical team. It is important to note that for those metrics the source data will be agreed between the Force/OPCC to ensure the right data metrics are used and this is aligned from both sides.
- 10. Performance and progress against each delivery strategy will be monitored on a regular basis and each one of the thirteen delivery strategies will be rotated through the internal Corporate Governance Board. These reports will highlight the performance against the headline and sub-metrics and summarise progress and actions relating to that delivery strategy area, including successes, challenges and risks to delivery. The forward look for the delivery strategies is shown below:
 - c. May 2025 The Police Estate, Workforce
 - d. July 2025 Violence and Vulnerability, VAWG
 - e. September 2025 Rural Crime, Business Crime
 - f. November 2025 Neighbourhood crime, Neighbourhood Policing
 - g. January 2025 Road Safety, Resources, Business Crime
 - h. March 2026 Scrutiny and Legitimacy, Supporting Victims, Effective Criminal Justice
- 11. Community feedback is vital for monitoring a police and crime plan, especially in terms of assessing public confidence and the effectiveness of community policing strategies. Ultimately the Commissioner is accountable to the community he serves, and it is therefore important that these reports and progress are made publicly available. Following the CGB discussions these reports will be presented to the Police and Crime panel and made available on the OPCC website. Keeping them informed and involved is essential for effective monitoring.
- 12. The OPCC has reviewed its internal governance structure and have created a dedicated board, Police and Crime Plan Delivery Board, to enable the plan to be monitoring and progress to be tracked on a quarterly basis. The meeting will



be chaired by the Chief Executive and owners for areas of delivery will be held accountable for the progress or delays in delivery within their areas.

- 13. Where appropriate the Commissioner and team will draw upon public feedback and independent advisory groups (Ethics and Transparency Panel and JARAP) to strengthen the level of public assurance provided in relation to the delivery of the plan; especially concerning accountability, legitimacy, transparency, and fairness.
- 14. To enhance the public scrutiny of the Police and Crime plan, it was supported by the Corporate Governance Board for the OPCC to explore avenues to enhance the public scrutiny and involvement in this, of the plan. The OPCC are therefore trialling a public question function to enable the public to ask targeted and strategic questions regarding the delivery of the plan. It is anticipated that this will be live before Autumn 2025,
- 15. It is important and fundamental to the success of this approach to clearly define the roles and responsibilities of each stakeholder and hold them accountable for contributing to the plan's success. The outlined roles and responsibilities have been agreed during the last Corporate Governance Board:
 - i. Force
 - i. Have a named senior contact and SPOC for each delivery strategy
 - ii. Provide quarterly performance information as agreed by the metrics in the PCP Dashboard for the agreed metrics
 - iii. Provide further contextual information on any activities and actions related to those delivery areas for inclusion in the report
 - iv. Identify areas of risk and challenge that may impact the delivery of the PCP
 - j. OPCC
 - i. Have a named senior contact and SPOC for each delivery strategy
 - ii. Provide quarterly performance information as agreed by the metrics in the PCP Dashboard for the agreed metrics
 - iii. Provide further contextual information on any activities and actions related to those delivery areas for inclusion in the report
 - iv. Identify areas of risk and challenge that may impact the delivery of the PCP
 - v. Set and maintain the CGB forward plan providing transparency on the upcoming topic areas, reviewing this inline with operational demand for the force
 - vi. Maintain and develop the PCP data set
 - vii. Collate the information provided by the Force/OPCC and format into report for board meeting



- viii. Where appropriate collect and collate public feedback regarding the relevant delivery strategies
- ix. Produce quarterly public monitoring reports for the public and key stakeholders, showcasing what has been achieved and what still needs attention.
- x. Annual evaluation to assess the impact of the plan

Conclusion

- 16. No plan is static, and this approach towards regular monitoring should help identify areas where adjustments or improvements are needed enabling the delivery strategies to be adjusted to ensure the overall outcomes of the plan are achieved. As crime patterns evolve or new challenges arise, the police and crime plan delivery strategies should be adjusted accordingly.
- 17. This approach also supports a continuous improvement regime by regularly assess the effectiveness of implemented strategies and programs. If certain actions are not achieving the desired outcomes, there is flexibility to adjust them based on evidence and feedback.
- 18. Finally, regular reporting and transparency are key components of monitoring a police and crime plan. Clear communication of results—whether successful or not—helps build trust and ensures that the plan remains accountable.

Implications

Financial: None

Legal: There is a statutory responsibility for the Police and Crime Commissioner to publish and deliver a Police and Crime Plan. There is a responsibility for the PCC to regularly report on the progress of the plan.

Equality Impact Assessment: None

Risks and Impacts: Without clear and comprehensive monitoring there is a risk the Police and Crime plan won't be delivered.

Links to Police and Crime plan: This report sets out an approach for monitoring the police and crime plan

Communications: None

Person to contact Lizzie Starr

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------ End of Report ------