



Meeting: Leicester, Leicestershire and Rutland Police and Crime Panel

Date/Time: Monday, 1 December 2025 at 2.00 pm

Location: Sparkenhoe Committee Room, County Hall, Glenfield

Contact: Damien Buckley (Tel: 0116 305 0183)

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Membership

Cllr. Les Phillimore (Chairman)

Cllr. Shital Adatia	Mr. D. Harrison CC
Cllr. Liz Blackshaw	Cllr. Kevin Loydall
Cllr Sharon Butcher	Salma Manzoor
Parisha Chavda	Cllr. Michael Mullaney
Cllr. Elly Cutkelvin	Cllr. Christine Wise
Cllr. Bhupen Dave	Cllr. Darren Woodiwiss
Cllr. Mohammed Dawood	Cllr. Andrew Woodman

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

AGENDA

Item

Webcast.

A webcast of the meeting can be viewed at [here](#).

1. Minutes of the meeting held on 27 October 2025. (Pages 3 - 8)
2. Minutes of the meeting held on 30 October 2025. (Pages 9 - 18)
3. Public Question Time.
4. To advise of any other items which the Chairman has decided to take as urgent elsewhere on the agenda.



5. Declarations of interest in respect of items on the agenda.
6. Finance and Medium Term Financial Plan Update. (Pages 19 - 26)
7. Police and Crime Plan Delivery Update (Quarter 2). (Pages 27 - 38)
8. Annual Scrutiny Report of the Ethics and Transparency Panel. (Pages 39 - 62)
9. Annual Report on Complaints against the Police and Crime Commissioner. (Pages 63 - 66)
10. Appointment of Co-opted Independent Members. (Pages 67 - 70)
11. Date of next meeting.

The next meeting of the Panel is scheduled to take place on 4 February 2026.

12. Any other items which the Chairman has decided to take as urgent.

Minutes of a meeting of the Leicester, Leicestershire and Rutland Police and Crime Panel held at County Hall, Glenfield on Monday, 27 October 2025.

PRESENT

Cllr. Les Phillimore (in the Chair)

Cllr. Liz Blackshaw
Cllr Sharon Butcher
Cllr. Elly Cutkelvin
Cllr. Mohammed Dawood
Mr. D. Harrison CC

Cllr. Kevin Loydall
Cllr. Michael Mullaney
Cllr Rosemary Powell
Cllr. Darren Woodiwiss

In attendance

Rupert Matthews – Police and Crime Commissioner

Claire Trewartha – Chief Executive, Office of the Police and Crime Commissioner

29. Minutes of the meeting held on 8 September 2025.

The minutes of the meeting held on 8 September 2025 were taken as read, confirmed and signed, subject to an addition to minute no. 18 to include Cllr. Elly Cutkelvin's query about the public survey on the police precept.

30. Minutes of the meeting held on 22 September 2025.

The minutes of the meeting held on 22 September 2025 were taken as read, confirmed and signed.

31. Public Question Time.

There were no questions submitted.

32. Urgent items.

There were no urgent items for consideration.

33. 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.

Mr. D. Harrison CC declared an Other Registerable Interest in all agenda items as he was a member of Reform UK which was the same political party that the Police and Crime Commissioner Mr Rupert Matthews now represented.

34. Police and Crime Commissioner's Update Report.

The Panel considered a report of the Police and Crime Commissioner (PCC) which provided an overview of his work and the work of his Deputy and office throughout July 2025 to September 2025 (Quarter 2 2025/26). A copy of the report, marked 'Agenda Item 6', is filed with these minutes.

Arising from discussions the following points were noted:

- (i) The PCC had allocated funding to Community Safety Partnerships (CSPs) for 2025/26. Some CSPs had already spent all their 2025/26 funding whereas others had funding remaining. The CSPs had been informed that the funding could not be carried over to the following financial year and therefore it needed to be spent in this year. The PCC gave reassurance that he was confident all the 2025/26 funding would be spent in time and his staff were liaising with the CSPs regarding this. Some of the CSPs that did have remaining funding had decided which projects it was going to, it was just that the money had not yet been transferred.
- (ii) Following feedback from Councillors in Harborough, the Commissioner had asked the Chief Constable for a report on the Policing operation surrounding the Light & Life Event that would be suitable for passing on to local members to provide reassurance to the public. The PCC had not yet been given a date for when this report would be received but he would ensure the action was completed.
- (iii) Following a suggestion from a small business regarding the potential for introduction of Fixed Penalty Notices for small scale shoplifting, as other forces had done, the PCC had raised the possibility with the Temporary Chief Constable in a Roundtable meeting. The PCC was not able to confirm when a full response to this suggestion would be provided but he agreed to raise the matter with the Chief Constable again.

RESOLVED:

That the contents of the Police and Crime Commissioner's update be noted.

35. Police and Crime Plan Delivery Update.

The Panel considered a report of the Police and Crime Commissioner (PCC) which provided an update on delivery of the 2025-29 Police and Crime Plan. A copy of the report, marked 'Agenda Item 7', is filed with these minutes.

Arising from discussions the following points were noted:

- (i) Members welcomed the table at paragraph 8 of the report which set out progress against the different areas of the Police and Crime Plan. The PCC explained that the metrics were regularly reviewed at Police and Crime Plan delivery meetings and annual reviews of the metrics would also take place. If any metrics were not moving in a positive direction action would be taken. Future reports to the Panel would include the outcomes of the delivery meetings and the proposed next steps with regards to those metrics. Members requested that when the table was presented to the Panel in future it included more context around the metrics and a comparison with other Force areas. In response it was explained that some of the metrics were collected by all Forces nationally and were therefore marked on the table with 'CSEW' and comparison data could be provided for those, but other metrics were only used for the Leicestershire Force area therefore comparison data would not be available. A member requested that the table include not just the percentage of change for each metric, but also the numbers because if the numbers were small a large percentage increase could be misleading. The PCC acknowledged this request but explained that the purpose of the metrics was monitoring the impact of

the Police and Crime Plan and it was the percentage of change the Office of the Police and Crime Commissioner (OPCC) was focusing on. It was explained that it would be difficult to bring the detailed figures to every single Panel meeting, however, if a detailed report was requested by the Panel on any of the metrics, all the figures would be provided in that report. The Chair suggested that any outlying metrics could be scrutinised in more detail at future meetings.

- (ii) It was suggested by a member that as the metric for 'incidences of shoplifting' had increased from 7.6 to 8 this metric should have been rag rated as red not green. In response it was explained that it may depend on whether the increase was considered to be statistically significant and it was agreed that the Director of Performance and Governance at the OPCC would come to the next meeting and give an explanation.
- (iii) The Chair noted that the data relating to two metrics in the table at paragraph 8 had been redacted – 'Staff satisfaction for Force' and 'Abstractions from Neighbourhood Policing', and all the Panel could establish from the table was that performance against these metrics was not moving in a positive direction. The Chair raised concerns that this made it difficult for the Panel to hold the PCC to account on these topics, and it was emphasised that these particular metrics were important given public concerns about trust in the Police. In response the PCC assured the Panel that he was holding the Chief Constable to account with regards to these two metrics but he acknowledged the Panel's difficulties if the data could not be published. The PCC said he would ask the Acting Chief Constable if the Force would consider publishing the data.
- (iv) The OPCC was carrying out a project designed to deter shoplifting and tackle assaults against retail workers and increase feelings of safety within the business community. This involved funding and providing over 110 Body Worn Video cameras across the Community Safety Partnerships and Business Improvement Districts. The localities were Ashby de la Zouch, Leicester, Oadby and Wigston, Loughborough, Hinckley and Melton. After 2 years the OPCC would no longer fund the cameras and the retailers themselves would have to decide whether they wanted to fund the cameras themselves. In response to a suggestion from the Chair that the use of body worn cameras by some retail staff could be pushing retail crime to other retailers that did not use the cameras, the PCC acknowledged that this was a possibility but stated that he was not aware of any data regarding this and emphasised that if it was the case, this was not a reason to stop providing the cameras. A member expressed disappointment that national retailers had a policy of not using the cameras. The OPCC was monitoring the impact of the cameras on crime and how the retailers felt about them and a report could be brought to a future meeting of the Panel regarding this.
- (v) In response to a concern raised by a member that the Police would not investigate thefts of property worth less than £200, the PCC provided assurance that this was not a policy of Leicestershire Police and all thefts would be investigated no matter how small the value. The PCC stated that if the evidence was available the file would be taken to the Crown Prosecution Service for a charging decision. However, it was acknowledged that more resource may be allocated by Leicestershire Police to thefts of a larger value.
- (vi) Underspend from the 2024/25 Community Safety Partnerships budget, had been used to fund a move to a new partnership shared Anti-social Behaviour case

management system known as ECINS. In response to a request from a member, the PCC agreed to provide a report on the system at a future meeting.

RESOLVED:

That the update on delivery of the 2025-29 Police and Crime Plan be noted.

36. Road Safety.

The Panel considered a report of the Police and Crime Commissioner (PCC) regarding how he was delivering against his Road Safety Priority in the Police and Crime Plan. A copy of the report, marked 'Agenda Item 8', is filed with these minutes.

In presenting the report it was explained that the two graphs at paragraph 43 of the report were incorrect, and the correct versions had been circulated at the start of the meeting. A copy of the amended graphs is filed with these minutes. It was explained that the first graph showed the total casualties in LLR and the second graph related to the number of people killed or seriously injured on the roads.

Arising from discussions the following points were noted:

- (i) Leicestershire Police in conjunction with partners undertook a number of road safety initiatives to encourage safe road use. These were split into school-based interventions and road use interventions.
- (ii) The PCC had launched the Community Action Programme in August 2025 which was intended to advise community organisations regarding what actions they could take with regards to crime and community safety. The Programme would help target different areas of the Police and Crime Plan and for a while would focus on Road Safety before moving onto other areas of the Plan.
- (iii) Members raised concerns regarding the difficulties in getting speed limits on particular roads reduced and the length of the process. There was a lack of understanding amongst parish councils about how the process worked and what evidence was required to get a limit lowered. In response the PCC acknowledged the difficulties that parish councils were having and advised that Parish Councils should contact the Road Safety Partnership for advice in the first instance. The PCC also asked that Police and Crime Panel members pass onto the OPCC any parish council queries relating to speeding so they could be covered by the Community Action Programme. It was explained that some of the guidelines relating to speed limits were set nationally and therefore there were restrictions on how much speed limits could be amended locally. It was requested that further guidance on the process be provided to members after the meeting. It was suggested that Highways officers at the relevant local authorities could be invited to a future meeting to help the Panel scrutinise the PCC on road safety issues. The Chairman agreed to consider this after the meeting.
- (iv) E-scooters were an issue regularly raised by the public at the community days attended by the PCC. The PCC had requested a conversation with the Chief Constable on the Force's activity to crack down on the illegal use of E-Scooters and E-Bikes to ensure that activity was reducing. Both the PCC and Panel members agreed that further regulation was required from central government regarding E-scooters and E-bikes. 'Operation Pedalfast' was the name given by Leicestershire

Police to their activity to target E-scooters and E-bikes. Tackling the use of E-bikes was resource intensive and required specific strategies. Over time Leicestershire Police had become more adept at running these operations and learnt from experience. The locations for Operation Pedalfast were chosen based on where the Police would have the ability to prevent offenders from escaping. A member welcomed the reduction in the use of E-bikes in the Harborough area.

- (v) A member raised concerns that parents were bringing E-bikes to schools and therefore schools were at risk of litigation as a result. It was suggested that there needed to be education programmes at schools regarding E-vehicles particularly in relation to safety and wearing bright clothing whilst on the vehicles.
- (vi) The OPCC was carrying out a research project regarding the main causes of road collisions known as the Fatal 4 – speeding, driving under the influence of drink or drugs, distractions (like mobile phones) and not wearing a seatbelt. When the research project was completed, a report would be put together with the findings.
- (vii) As part of the capital programme, a provision for the rolling out of Automatic Number Plate Recognition (ANPR) had been included by the PCC. The technology would be used by the Force, sometimes in static locations and sometimes mounted within Police vehicles, to catch vehicles being driven without insurance or MOT. A member queried whether the ANPR in Police vehicles should be paid for out of Leicestershire Police capital funding rather than OPCC capital. A member also raised concerns about the amount of data sharing between different organisations that would be required.
- (viii) An OPCC arranged residents meeting had taken place in Castle Donnington on 4 September 2025 where the issue of ‘car cruising’ had been discussed and particularly high speeds on the local roads. It had been found that some of the people involved in the car cruising were not from the local area and had come from far away to take part. Efforts by the Police to tackle the problem in Castle Donnington did have an impact in the short term but the problem kept coming back. The PCC offered to write to Cllr. A. Woodman with more details about what was discussed at the meeting.
- (ix) Members raised concerns that district councils were not aware of some of the road safety initiatives taking place in their districts, and if they were aware they could offer assistance.
- (x) Data showed that the number of people killed and seriously injured due to road accidents was falling. The Commissioner wanted to see partners across Leicester, Leicestershire and Rutland work together towards a ‘Vision Zero’ aim, as other areas had adopted. The PCC suggested that this should be led by the Road Safety Partnership, but the PCC was willing to engage with the Road Safety Partnership on this and attend Partnership meetings.
- (xi) The PCC funded the Pathfinder project, a one week driving course which was aimed at Young Drivers aged 15-17 and their guardians. A member raised concerns that taking part in the project required the guardian to take the time off work and let the young person have use of their car. In response the PCC submitted that these were the right types of people that should be undertaking the course. In response to a question about the impact of the course and whether behavioural change

occurred as a result, it was explained that participation was monitored and an evaluation would be undertaken by the commissioning team at the OPCC.

RESOLVED:

That the update regarding the Road Safety Priority be noted.

37. Review of Complaints Procedure.

The Panel considered a report of the Director of Law and Governance, Leicestershire County Council, which sought approval to amend Part 4 of the Panel's Constitution in relation to complaints against the Police and Crime Commissioner or his Deputy. A copy of the report, marked 'Agenda Item 9', is filed with these minutes.

RESOLVED:

That an amendment to Part 4 of the Constitution be made to the delegated authority so that the Director of Law and Governance, Leicestershire County Council, has the delegated power to make decisions, in consultation with the Chairman of the Panel if appropriate, as to whether complaints about the PCC or Deputy PCC should be referred to the Independent Office for Police Conduct.

38. Date of next meeting.

RESOLVED:

It was noted that the next meeting of the Panel would be held on Thursday 30 October 2025 at 10.15 am.

2.00 - 3.38 pm
27 October 2025

CHAIRMAN

Minutes of a meeting of the Leicester, Leicestershire and Rutland Police and Crime Panel held at County Hall, Glenfield on Thursday, 30 October 2025.

PRESENT

Cllr. Les Phillimore (in the Chair)

Cllr. Liz Blackshaw
Cllr. Elly Cutkelvin
Cllr. Mohammed Dawood
Cllr. Diane Ellison

Cllr. Kevin Loydall
Cllr. Michael Mullaney
Cllr. Andrew Woodman

In attendance

Rupert Matthews – Police and Crime Commissioner
Oliver Bryan – Deputy Police and Crime Commissioner candidate (agenda items 1-5)
Revd Gwyn Davies – Deputy Police and Crime Commissioner candidate (agenda item 8)
Neetu Squire – Deputy Police and Crime Commissioner candidate (agenda item 11)
Claire Trewartha – Chief Executive, Office of the Police and Crime Commissioner

39. Public Question Time.

There were no questions submitted.

40. Urgent Items.

There were no urgent items for consideration.

41. 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.

42. Confirmation Hearings for Deputy Police and Crime Commissioner.

The Chairman outlined the process for the hearing and the options available to the Panel on the conclusion of the hearing which were as follows:

1. If the Panel was content with the proposed senior appointment, it could agree to report its endorsement to the PCC.
2. Where a candidate met the standards, but the Panel had concerns about their suitability, such concerns could form part of the Panel's report and recommendations to the PCC.
3. In the event that the Panel determined that the candidate did not meet the requirements for the post, the Panel could provide advice and recommendations accordingly to the PCC in its report.

The Chairman welcomed the Police and Crime Commissioner (PCC) to the meeting.

The Chairman asked the PCC how the proposed job-share agreement would work in practice. The arrangement would divide the role of DPCC into three distinct part-time positions: Engagement and Lobbying, Criminal Justice, and Community Cohesion. The PCC acknowledged that, while unconventional, advice had been sought from the Home Office confirming that as long as the individuals collectively did not exceed one FTE, the arrangement would comply with the definition of a DPCC under the Police Reform and Social Responsibility Act 2011.

The PCC explained that this approach had been designed in order to ensure each appointee could bring targeted expertise aligned with their specific responsibilities. By adopting this model, the PCC aimed to enhance the effectiveness of the role through specialisation and increase flexibility to attract highly qualified candidates who may not be available for a full-time commitment.

A Panel member raised concerns about how the three DPCCs would effectively fulfil their responsibilities and meet objectives within their respective areas. Additional concerns were raised regarding on-costs associated with each role. The PCC stated that he was confident that each DPCC would fulfil their duties and that workloads would be kept under review. He acknowledged initial concerns about the time allocated to the DPCC for Criminal Justice but, following discussions with other PCCs, was satisfied that the allocation was sufficient. Regarding costs, the PCC confirmed that they would not exceed those of an equivalent full-time DPCC.

In response to a question about how the DPCCs would integrate into the culture and continuity of the OPCC while working limited hours, the PCC stated that it would be the responsibility of himself and the OPCC to provide an introduction to the Office's expectations. It would also be the responsibility of the DPCCs to adapt accordingly.

The Chairman concluded by stating that he and other Panel members remained concerned about the effectiveness of the arrangement and confirmed that the Panel would review and scrutinise it in line with its responsibility to oversee the PCC's decisions.

43. Confirmation Hearing for Deputy Police and Crime Commissioner: Engagement and Lobbying.

The Police and Crime Panel considered a report of the Office of the Police and Crime Commissioner (OPCC) regarding the proposed appointment of Mr Oliver Bryan to the post of Deputy Police and Crime Commissioner (DPCC): Engagement and Lobbying. A copy of the report, marked 'Agenda Item 5', is filed with these minutes.

The Chairman welcomed Mr Oliver Bryan to the meeting.

The Chairman asked the PCC to explain why Mr Bryan was his chosen candidate for the post. The PCC stated that Mr Bryan had experience of lobbying at government level on a wide range of subjects and had experience with public affairs and communications. He had all of the skills and experience in order to carry out all of the duties expected of a DPCC.

The Panel questioned Mr Bryan with regards to his professional competence and personal independence. In response to questions Mr Bryan made the following points:

- (i) He had worked within the Office of the Police and Commissioner (OPCC) and had a good relationship with staff in the Office and with the PCC;
- (ii) He had also worked within a team at Campaign for Real Ale (CAMRA) which had successfully lobbied the Government for concessions for the industry at a national level. He had worked as Head of Investigations for a public accountability organisation in New Zealand, which involved leading nationally reported work into the effectiveness of government spending. Building networks, collaborative working and effective communication had contributed to these successes;
- (iii) He had an understanding of the issues and challenges faced by the police force and placed emphasis on the importance of public duty and public safety;
- (iv) He had networks within all of the major political parties within the UK and the within the Civil Service;
- (v) He understood that young people could be hard to reach due to trust with the police. He had undertaken work with young people in order to understand issues they felt were important;
- (vi) He was familiar with the diverse communities of Leicester and understood that there were different needs and challenges within those communities;
- (vii) During his time working at the OPCC he had undertaken work to resolve issues with the redaction of documents which were shared between the Police and Crown Prosecution Service. He had brought the issue to the attention of the Public Services Select Committee. This work had been successful in reducing police officer time and reducing costs;
- (viii) He had experience of managing a restricted budget and had an understanding of resource challenges within public sector organisations;
- (ix) He understood the importance of transparency, accountability and integrity;
- (x) He also understood the importance for a transparent, good working relationship with the Police and Crime Commissioner. In addition, he understood that public scrutiny from the Police and Crime Panel could highlight where improvements could be made across the force area;
- (xi) He had a good understanding of operational independence and personal independence and would apply this knowledge to the role of DPCC. Were the PCC to pursue a course of action that he felt was unwise, he would have a conversation with the PCC, make him aware of his feelings but be careful not to continue to pursue the matter further than was welcome;
- (xii) If appointed to the role of DPCC, he would act fairly across the County, City and Rutland to ensure they got an equal focus. Whilst working within the OPCC, he had undertaken work organising community days for the PCC to attend;
- (xiii) Whether the DPCC's term of office had been a success should be judged on the scrutiny and feedback of his work and performance by the Police and Crime Panel.

The Chairman thanked the PCC and Mr Bryan for their attendance and informed them that it would be necessary for the Panel to come to a view in private on whether to endorse or otherwise the PCC's proposed appointment.

(The PCC and Mr Bryan left the room).

44. Exclusion of Press and Public.

RESOLVED:

That under Section 100A of the Local Government Act 1972, the public be excluded for the following item of business on the grounds that it involves the likely disclosure of exempt information as defined in the paragraphs of Part 1 of Schedule 12A of the Local Government Act 1972 and, in all circumstances of the case, the public interest in maintaining the exemption outweighs the public interest in disclosing the information:

- Panel deliberations on the proposed appointment of a Deputy Police and Crime Commissioner: Engagement and lobbying.

45. Panel deliberations on the proposed appointment of a Deputy Police and Crime Commissioner: Engagement and Lobbying.

The Panel, having gone into exempt session, considered the statement and answers provided by Mr Bryan to their questions, in addition to the introduction and responses to questions provided by the PCC and all relevant paperwork provided.

RESOLVED:

In accordance with the Police Reform and Social Responsibility Act 2011 and following consideration of the information submitted to it, the Panel recommends that the candidate is appointed to the position of Deputy Police and Crime Commissioner: Engagement and Lobbying.

The Panel determined that the candidate understood the role, met the criteria, and will be fully committed to carrying out his duties as Deputy Police and Crime Commissioner: Engagement/Lobbying. The Panel made some observations about the appointment, noting that Mr Bryan was clearly competent, had a good level of experience in engagement and lobbying, partnership working and had experience of working within the OPCC. Whilst the Panel was satisfied that he demonstrated that he understood operational and personal independence, they had some concerns about his ability to retain a level of personal independence from the PCC and advised that there would also be some training/onboarding needs in relation to gaining a wider understanding of the diversity of communities within Leicester, Leicestershire and Rutland and their different needs. The Panel will be keen to receive feedback on the outcomes from Mr Bryan's work through Deputy Police and Crime Commissioner update reports, which are presented at meetings of the Police and Crime Panel. The Panel would like to see the frequency of these reports increased to reporting every three months.

46. Confirmation Hearing for Deputy Police and Crime Commissioner: Criminal Justice.

(The meeting moved back into public session).

The Police and Crime Panel considered a report of the Office of the Police and Crime Commissioner (OPCC) regarding the proposed appointment of Reverend Gwyn Davies to the post of Deputy Police and Crime Commissioner (DPCC): Criminal Justice. A copy of the report, marked 'Agenda Item 8', is filed with these minutes.

The Chairman welcomed the Police and Crime Commissioner (PCC) and Reverend Gwyn Davies to the meeting.

The Chairman asked the PCC to explain why Reverend Davies was his chosen candidate for the post. The PCC stated that he had experience working within the criminal justice system as a magistrate and understood the system well. He had all of the skills and experience in order to carry out all of the duties expected of a DPCC.

The Panel questioned Reverend Davies with regards to his professional competence and personal independence. In response to questions Reverend Davies made the following points:

- (i) He had experience working within the criminal justice system as a magistrate at both Leicester and Loughborough Magistrates Courts. This experience gave him an understanding of the complexity of the system as well as the stakeholders and partners involved;
- (ii) He also had experience of working with different organisations and partners. He had been the ordained chair of the South Leicester Christian Partnership, an ecumenical group of eight local churches of varying denomination and tradition;
- (iii) He understood that individuals from different organisations had different objectives, roles and responsibilities;
- (iv) If appointed to the role of DPCC, he would undertake to Chair the Local Criminal Justice Board, and work closely with partners from statutory and non-statutory organisations in order to deliver improvements to the criminal justice system;
- (v) He understood the importance for a transparent, good working relationship with the Police and Crime Commissioner. Were the PCC to pursue a particular course of action he felt was unwise, he would have a conversation with the PCC to make him aware of his feelings;
- (vi) He also understood the importance of transparency, accountability and integrity;
- (vii) If appointed to the role of DPCC, he would take on board training and guidance from the PCC and the OPCC;
- (viii) He had experience of representing the voice of Christians to the Police;
- (ix) With regards to taking into account the diverse and hard to reach communities across Leicester, Leicestershire and Rutland, he had experience of working with the homeless, the elderly, and people with disabilities. He also had an understanding of the diverse range of communities within Leicester;
- (x) He understood the challenges faced by all partners and stakeholders operating within the criminal justice system;

- (xi) He emphasised the importance of focussing on victims and how crime affected them;
- (xii) Whether the DPCC's term of office had been a success should be judged on the scrutiny and feedback of his work and performance by the Police and Crime Panel.

The Chairman thanked the PCC and Reverend Davies for their attendance and informed them that it would be necessary for the Panel to come to a view in private on whether to endorse or otherwise the PCC's proposed appointment.

(The PCC and Reverend Davies left the room).

(At this point of the meeting Cllr. Cutkelvin and Cllr Dawood left the meeting).

47. Exclusion of Press and Public.

RESOLVED:

That under Section 100A of the Local Government Act 1972, the public be excluded for the following item of business on the grounds that it involves the likely disclosure of exempt information as defined in the paragraphs of Part 1 of Schedule 12A of the Local Government Act 1972 and, in all circumstances of the case, the public interest in maintaining the exemption outweighs the public interest in disclosing the information:

- Panel deliberations on the proposed appointment of a Deputy Police and Crime Commissioner: Criminal Justice.

48. Panel deliberations on the proposed appointment of a Deputy Police and Crime Commissioner: Criminal Justice.

The Panel, having gone into exempt session, considered the statement and answers provided by Reverend Davies to their questions, in addition to the introduction and responses to questions provided by the PCC and all relevant paperwork provided.

RESOLVED:

In accordance with the Police Reform and Social Responsibility Act 2011 and following consideration of the information submitted to it, the Panel recommends that the candidate is appointed to the position of Deputy Police and Crime Commissioner.

The Panel determined that the candidate understood the role, met the criteria, and will be fully committed to carrying out his duties as Deputy Police and Crime Commissioner: Criminal Justice (0.2FTE). The Panel considered him to be thoughtful and intelligent and demonstrated a welcome approach to personal independence in the role. Although the Panel considered some of Reverend Davies's responses to be more high level rather than detailed and in-depth, the Panel advised that there would also be some training/onboarding needs in relation to his new role and understood that he will continue to develop the knowledge and skills needed to help the Commissioner deliver his Police and Crime Plan. Some external mentor support is advised to help him transition into the role and to deepen his understanding of, and relationships with, the range of strategic structures and full diversity of communities and stakeholders across the whole of Leicester, Leicestershire and Rutland.

The Panel expressed concern that the number of hours allocated to this role may be insufficient for the work involved and are keen to receive feedback on the outcomes from Reverend Davies's work through Deputy Police and Crime Commissioner update reports, which are presented at meetings of the Police and Crime Panel. The Panel would like to see the frequency of these reports increased to reporting every three months.

(Subsequent to the meeting, the Panel was notified that Reverend Davies would not take up the role due to health reasons. The PCC stated that he would inform the Panel of his intentions with regard to the Criminal Justice Portfolio in the near future).

49. Confirmation Hearing for Deputy Police and Crime Commissioner: Community Cohesion.

(The meeting moved back into public session).

The Police and Crime Panel considered a report of the Office of the Police and Crime Commissioner (OPCC) regarding the proposed appointment of Ms Neetu Squire to the post of Deputy Police and Crime Commissioner (DPCC): Community Cohesion. A copy of the report, marked 'Agenda Item 11', is filed with these minutes.

The Chairman welcomed the Police and Crime Commissioner (PCC) and Ms Neetu Squire to the meeting.

The Chairman asked the PCC to explain why Ms Squire was his chosen candidate for the post. The PCC stated that she had experience with community engagement, partnership building and networking. She had all of the skills and experience in order to carry out all of the duties expected of a DPCC.

The Panel questioned Ms Squire with regards to her professional competence and personal independence. In response to questions Ms Squire made the following points:

- (i) She had experience in community engagement and building bridges between communities, local authorities, police, and faith groups. She had worked with community cohesion teams in order to foster positive relationships across different communities;
- (ii) She had a background in the youth service. This experience included working in a wide range of settings including hostels, mother and baby units, children's homes and schools. She had experience with supporting charities to enhance their delivery of youth work and crime prevention work;
- (iii) She had experience in engaging with vulnerable young people and implementing initiatives to address social issues such as youth crime and anti-social behaviour;
- (iv) She understood the importance of transparency, accountability and integrity;
- (v) She also understood the importance for a transparent, good working relationship with the Police and Crime Commissioner. Were the PCC to pursue a course of action that she felt was unwise she would have a conversation with the PCC, make him aware of her feelings but be careful not to continue to pursue the matter further than was welcome;

- (vi) She had supported communities in order to improve relations following public disorder, through conflict resolution, active listening, and responding to community concerns with empathy and professionalism;
- (vii) She had undertaken work alongside partners and stakeholders to co-create the first Connecting Communities event, a citywide initiative which aimed to build bridges between diverse communities, local services and the police. The event successfully brought together residents, community leaders, faith groups and public sector partners;
- (viii) She had worked alongside police, councillors, businesses, and community leaders to create safer, more cohesive communities within Leicester City. If appointed to the role of DPCC, she would aim to continue this work alongside the PCC and replicate the work within communities in the County;
- (ix) She had experience in working to improve relationships between communities and the police;
- (x) Whether the DPCC's term of office had been a success should be judged on the scrutiny and feedback of her work and performance by the Police and Crime Panel.

The Chairman thanked the PCC and Ms Squire for their attendance and informed them that it would be necessary for the Panel to come to a view in private on whether to endorse or otherwise the PCC's proposed appointment.

(The PCC and Ms Squire left the room).

50. Exclusion of Press and Public.

RESOLVED:

That under Section 100A of the Local Government Act 1972, the public be excluded for the following item of business on the grounds that it involves the likely disclosure of exempt information as defined in the paragraphs of Part 1 of Schedule 12A of the Local Government Act 1972 and, in all circumstances of the case, the public interest in maintaining the exemption outweighs the public interest in disclosing the information:

- Panel deliberations on the proposed appointment of a Deputy Police and Crime Commissioner: Community Cohesion.

51. Panel deliberations on the proposed appointment of a Deputy Police and Crime Commissioner: Community Cohesion.

The Panel, having gone into exempt session, considered the statement and answers provided by Ms Squire to their questions, in addition to the introduction and responses to questions provided by the PCC and all relevant paperwork provided.

RESOLVED:

In accordance with the Police Reform and Social Responsibility Act 2011 and following consideration of the information submitted to it, the Panel recommends that the candidate is appointed to the position of Deputy Police and Crime Commissioner.

The Panel determined that the candidate understood the role, met the criteria, and will be fully committed to carrying out her duties as Deputy Police and Crime Commissioner: Community Cohesion (0.2FTE). The Panel considered her to be very passionate and committed towards her work with a wide skill set and experience making her ideal for a community cohesion role in a multi-cultural area. The Panel advised that there would be some training/onboarding needs in relation to her new role and understood that she will continue to develop the knowledge and skills needed to help the Commissioner deliver his Police and Crime Plan. In particular, it would be important for her to develop and deepen her understanding of, and relationships with the full diversity of communities and stakeholders across the whole of Leicester, Leicestershire and Rutland, not just the city area, and across all age groups.

The Panel expressed concern that the number of hours allocated to this role may be insufficient for the work involved and are keen to receive feedback on the outcomes from Ms Squire's work through Deputy Police and Crime Commissioner update reports, which are presented at meetings of the Police and Crime Panel. The Panel would like to see the frequency of these reports increased to reporting every three months.

52. Date of future meetings.

(The meeting moved back into public session).

RESOLVED:

It was noted that future meetings of the Panel would be held at 14:00 on the following dates:

Wednesday 4 February 2026 (budget meeting)

Tuesday 21 April 2026

Tuesday 23 June 2026

Tuesday 29 September 2026

Tuesday 27 October 2026

Tuesday 8 December 2026

10.15 am - 1.33 pm
30 October 2025

CHAIRMAN

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Police and Crime Panel for Leicester, Leicestershire and Rutland

1st December 2025

Finance and MTFP Update

Report Date	7 th November 2025
Report Author	Kira Knott, Chief Finance Officer
Security Classification	Not Protectively Marked

Purpose of Report

1. At the Police and Crime Panel meeting in February 2025 the panel were presented with the 2025/26 budget requirement, the MTFP for the period of 2025/26 to 2028/29 and the precept proposal.
2. This report provides an update on the financial position for 2025/26, an updated MTFP including an update on the assumptions, an update on the pressures facing the policing area over the MTFP and progress made towards the efficiency savings target.

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 on this important subject?
 - b. Would the panel like to make any recommendations to the PCC in relation to this matter?

Local Context

4. Leicestershire Police are within the lower levels of funding received nationally in comparison to other forces. The strategic approach to the budget deficit has been to ensure it overcomes this challenge by integrating effectively the workstreams to reduce the budget with the broader force transformation work.
5. The Commissioner has received regular updates from the Chief Constable on the how the Force is achieving the budget deficit targets, whilst still ensuring the force can deliver its core functions, deliver good service and high standards.
6. The outturn forecast for the current year is £252.070m. This is a positive variance of £2.475m (0.97%) against the annual net revenue budget of £254.545m. This is likely to change as we continue through the financial year. The underspend has been achieved from an overachievement of savings and staff vacancies as set out in paragraphs 29 – 31.

Comprehensive Spending Review

7. The Comprehensive Spending Review (CSR) was published 11th June 2025. Whilst precise force level budget allocations were not made available, there were a few key points to take away which could be used as an indicative for planning purposes.

8. The CSR shows planned growth of circa £2bn over the next 3 years which represents a 11% increase (approx. 3.7% per year) and is technically a real terms increase. However, in practice most of the increase in funding will be taken up in pay and non-pay inflation. The increase in funding also assumes that PCC's maximise precept increases which is not certain.
9. The published CSR figures indicate funding growth for policing of approximately £0.9bn, £0.7bn and £0.5bn for the next three-year period. This declining trajectory means that financial pressures will intensify as pay and inflationary costs continue to rise and absorb a greater share of force budgets.
10. There has been no clarity on precept funding to aid financial planning and the £2bn increase is assumed to be made up of grant, precept and additional income such as PUP maintenance grant and Neighbourhood policing grant. The precise split between the funding stream is not known.
11. It is evident that there is no additional funding for capital investment, delivery of the government safer streets mission, pay reform or any technology advances.

Financial Planning Assumptions - Income

12. There are a number of uncertainties around the level of funding that the PCC will receive over the MTFP. The assumptions presented to the Police and Crime Panel in February included the following assumption relating to income:

Assumptions	2025/26	2026/27	2027/28	2028/29
Increase in Central Government funding (%)	2.7	1.0	1.0	1.0
Precept Increase (%)	4.89	4.66	4.46	4.27
Precept Increase (£)	14.00	14.00	14.00	14.00
Tax Base Increase	1.65	1.50	1.50	1.50
Collection Fund (£000)	187	187	187	187

13. At Corporate Governance Board on the 8th July 2025, it was agreed to update the assumptions in line with the information obtained from the spending review, national guidance and professional judgement.
 - a. Central grant funding – it was agreed to assume an increase of 1% per annum from 2026/27 onwards. This is equivalent to c.£1.4m per annum.
 - b. Precept increase – it was agreed to continue to assume the precept referendum limit will remain at an increase of £14 per annum for a Band D property. A £1 increase is equivalent to c.£0.355m.

- c. Tax base – It was agreed for the taxbase to remain at an estimated increase of 1.5%.
- d. The government announced that there would be £120m of funding available to meet the part-year pay award for 2025/26 in excess of 2.8% (the amount advised to include in the budget). Police officers and Police staff have been awarded a pay award of 4.2%. Leicestershire's share of the available funding is £1.79m, £91k less than the actual cost of the part-year pay award. No additional funding has been confirmed to fund the ongoing cost of the pay award therefore it is assumed that the ongoing costs are included in the growth figures set out in paragraph 11.

14. Based on the above information the estimated funding expected to be received is as follows:

Estimated Funding at Budget Setting	2025/26	2026/27	2027/28	2028/29
	£m	£m	£m	£m
Home Office Grant	149.6	151.0	152.4	153.8
Precept	105.1	111.6	118.3	125.2
Estimated available funding	254.7	262.6	270.7	279.0
Estimated Funding as at Jul 2025	£m	£m	£m	£m
Home Office Grant	149.4	150.8	152.3	153.7
Precept	105.1	111.6	118.3	125.2
Estimated available funding	254.5	262.4	270.6	278.9
Difference	(0.2)	(0.2)	(0.1)	(0.1)

Financial Planning Assumptions – Expenditure

15. There were a number of assumptions presented at the Police and Crime Panel in February relating to expenditure which any changes would have significant impact on the MTFP. The following assumptions were included within the MTFP in February:

Assumptions	2025/26	2026/27	2027/28	2028/29
Pay Inflation - Police Officers (%)	2.80	2.00	2.00	2.00
Pay Inflation - Police Staff & PCSOs (%)	2.80	2.00	2.00	2.00
Non-Pay Inflation (%)	5.00	2.00	2.00	2.00

16. Pay inflation – Pay Inflation was assumed at 2.0% for 2025/26 with an additional 0.8% earmarked in the reserves and 2% for the remainder of the

MTFP. Due to uncertainties, it was agreed at Corporate Governance Board that the pay inflation assumption is to remain at 2% for each year of the MTFP.

17. Non pay inflation – the average total increase is estimated to be 2% per annum for 2026/27 onwards. A 1% increase/decrease is c.£0.5m.

Sensitivity Analysis

18. Funding from both local and national sources are likely to cause material impact on the MTFP and are often announced late in the planning process. Therefore the assumptions built on these uncertainties should be stress tested to understand the material impact of each of these on the MTFP.

19. The following table highlights the financial impact each assumption has on the MTFP if they were to change by either 1%; or the in the case of Precept; £1:

Assumptions	Change	£m
Government Funding	1%	1.4
Precept	1%	1.1
Precept	£1	0.4
Tax Base	1%	1.1
Pay Inflation	1%	2.2
Non Pay Inflation	1%	0.5

20. Central grant funding - A 1% increase/decrease would be c.£1.4m per annum. If government grant is set at flat cash this would result in a further deficit of £1.4m for 2026/27, £2.9m for 2027/28 and £4.3m for 2028/29. If government grant was to increase in line with current inflation (3.8%) this would result in additional income of £4.3m for 2026/27.

Sensitivity Analysis	2025/26 £m	2026/27 £m	2027/28 £m	2028/29 £m
<u>Government Grant</u>				
Current Assumption (1%)	149.4	150.8	152.3	153.7
Flat Cash		149.4	149.4	149.4
Deficit increase by		1.4	2.9	4.3
Increase by 3.8% (current rate of inflation)		155.1	161.0	167.1
Deficit decrease by		(4.3)	(8.7)	(13.4)

21. Precept – The Commissioner has not made any decisions around the level of precept for 2026/27 and beyond. The precept has been modelled on a number of different scenarios and for illustrative purposes the below analysis models £14 increase, 3.8% increase and £20 increase. A £1 increase is equivalent to c.£0.35m. If the referendum limit is set at 3.8% (approx. £11 for 2026/27) instead of £14 this would increase the deficit by £2.5m for 2026/27, £5.1m for 2027/28 and £7.7m for 2027/28. If the referendum limit was increased to £20 instead of £14 this would provide an additional £2.1m for 2026/27.

Sensitivity Analysis	2025/26 £m	2026/27 £m	2027/28 £m	2028/29 £m
<u>Precept</u>				
Current Assumption (£14)	105.1	111.6	118.3	125.2
Increase by rate of Inflation (3.8%)		109.1	113.2	117.5
Deficit increase by		2.5	5.1	7.7
Increase by £20		113.7	120.9	128.0
Deficit decrease by		(2.1)	(2.6)	(2.8)

Updated MTFP

22. The MTFP was reviewed in July including a review of the current assumptions, the pressures identified in year and the savings identified as part of the efficiency savings target.

23. A MTFP has to be formulated using the best information available at the time of producing it. The updated MTFP has been produced on this basis, accepting that it is subject to change as new information emerges that can and will, change the assumptions inherent in the plan.

24. Upon updating the current assumptions, in year pressures and savings the table below shows the forecast movement in the MTFP since the budget was set in February:

MTFP	2025/26	2026/27	2027/28	2028/29
Budget Gap reported at PCP in Feb	-	(2.9)	(3.9)	(1.6)
Add back Efficiency Savings Target	(1.1)	-	-	-
Revised Budget Gap	(1.1)	(2.9)	(3.9)	(1.6)
Pressures	(0.8)	(1.9)	(1.9)	(1.9)
Savings	2.8	4.3	3.3	3.3
Budget monitoring	1.6			

2024/25 Pay Award Grant				
Review of Assumption		(0.2)	(0.1)	(0.2)
Revised Budget Gap	2.5	(0.7)	(2.6)	(0.4)

25. Taking into account the changes within the MTFP, the extent to future savings options are required depends upon the scale of the funding gap arising from the outcome of the Settlement, future pay awards, non-pay inflation etc. described above.

Pressures and Savings

26. In light of the financial pressures as a result of insufficient funding, underfunded pay awards and high inflation costs highlighted at the Police and Crime Panel in February, Leicestershire Police found themselves with a £9.3m budget deficit going into 2025/26.

27. As part of the review a number of other pressures have been identified which impact on the medium-term financial plan. These include:

- a. IT charges – these are not usually notified until late January / February after the budget and precept have been agreed and continue to rise. The increase for 2025/26 was 10% (total annual cost c.£1.9m). Estimated increases of £0.35m have been included in each year from 2026/27 onwards.
- b. Other non-pay pressures – cost increases relating to seized dogs, insurance, etc. are currently estimated at £1.1m in 2025/26 and rising. Most are to be confirmed in the coming months.
- c. Savings – the original savings target for 2025/26 was estimated at £9.3m. When the budget was approved in February, a total of £8.2m savings had been identified leaving a balance of £1.1m to be delivered. Savings totalling £10.3m have now been achieved thereby balancing the budget.
- d. The cost of pay award and associated funding have not been included within the MTFP however there is a shortfall of £91k between the cost the pay award above 2.8% and agreed funding which will create an additional pressure. There has been no indication of funding available for ongoing costs of the pay award.
- e. Neighbourhood Policing Uplift 13,000 – a total of 56 FTEs will be recruited in 2025/26 (23 officers, 21 PCSOs, 12 Staff), the cost of which, including non-pay elements, is estimated to be c.£2.7m and will be grant funded in full. No additional staffing costs or grant funding is currently included in the MTFP for future years until the allocations are known.

28. Despite ongoing efforts to overcome the budget challenges and the agreed use of the strategically generated 2024/25 underspend, and the use of reserves, the funding gap was reduced to £1.1m.

29. Additional savings and income have been identified in year resulting in an overachievement of the savings target by £0.9m.

	£m
Budget Deficit	9.3
Savings identified as part of budget setting	-8.3
Residual funding gap (as reported in Feb)	1.1
Under-achievement Police Staff Savings	0.4
Under-achievement of Income relating to recharge of Officers time	0.4
Additional Grant Income	-2.0
Savings on debt charges	-0.5
Non-Pay Savings	-0.3
Overachievement of savings target	-0.9

30. The Force and OPCC have either realised, or on track to realise the £8.3m savings identified as part of the budget process with exception to the following two areas:

- a. £1.4m saving was budgeted relating to reorganisation of Police Staff roles however only £1m will be realised.
- b. £0.4m underachievement of income relating to the recharge of officers to regional collaborations, as a result of the officer establishment reducing for the unit.

31. In addition to the savings identified above, additional grant income has been awarded which reduces the funding gap by £2m. A further £0.5m has been realised from debt charges and £0.3m non-pay savings relating to national ICT costs and online rental charges. This resulted in the overachievement of the savings target by £0.9m.

32. The 2025/26 budget is forecast to underspend, not only due to the over achievement of the savings target, but also largely due to police staff vacancies across the organisation and overachievement of the vacancy rate set at budget setting.

Budget Setting Process

33. The budget process for 2026/27 is currently underway and both the Force and OPCC are working to build a bottom-up budget based on the budget requirements of the Force and OPCC.



**POLICE & CRIME
COMMISSIONER**
for Leicester,
Leicestershire & Rutland
Your Communities - Your Commissioner

Police and Crime Panel for Leicester, Leicestershire and Rutland

1st December 2025

Police and Crime Plan Delivery Update (Q2)

Report Date 1st December 2025

Report Author Lizzie Starr, Director of Governance and Performance

**Security
Classification** Official

Purpose of Report

1. The purpose of this report is to provide the Police and Crime Panel members an update in relation to the delivery of the 2025-29 Police and Crime Plan as at the end of Quarter 2 2025/26 (July - September 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 the work update provided by the PCC in relation to the delivery of the Police and Crime Plan?
 - b. Would the panel like to make any recommendations to the PCC in relation to any of the work outlined within the report?

Summary

3. It is the continued opinion of the PCC that there is good progress being made against the actions contained within Police and Crime Plan and there is a robust process in place for monitoring and tracking outcomes linked to the activity.

Monitoring the Police and Crime Plan

4. The new Police and Crime plan commenced delivery in April 2025, and the Panel have previously been provided updates regarding the monitoring arrangements for the new plan.
5. 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.

Police and Crime Plan Performance Framework

6. Delivery of the expected outcomes from the plan is being 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.
7. The Police and Crime plan accompanying dashboard is attached as **Appendix 1**. The target and expectation column will be used to determine the RAG status of each headline metric.
8. The board were presented with the exceptions and some of the other data points highlighted by the team. The RAG status used to assess the measures is based upon the

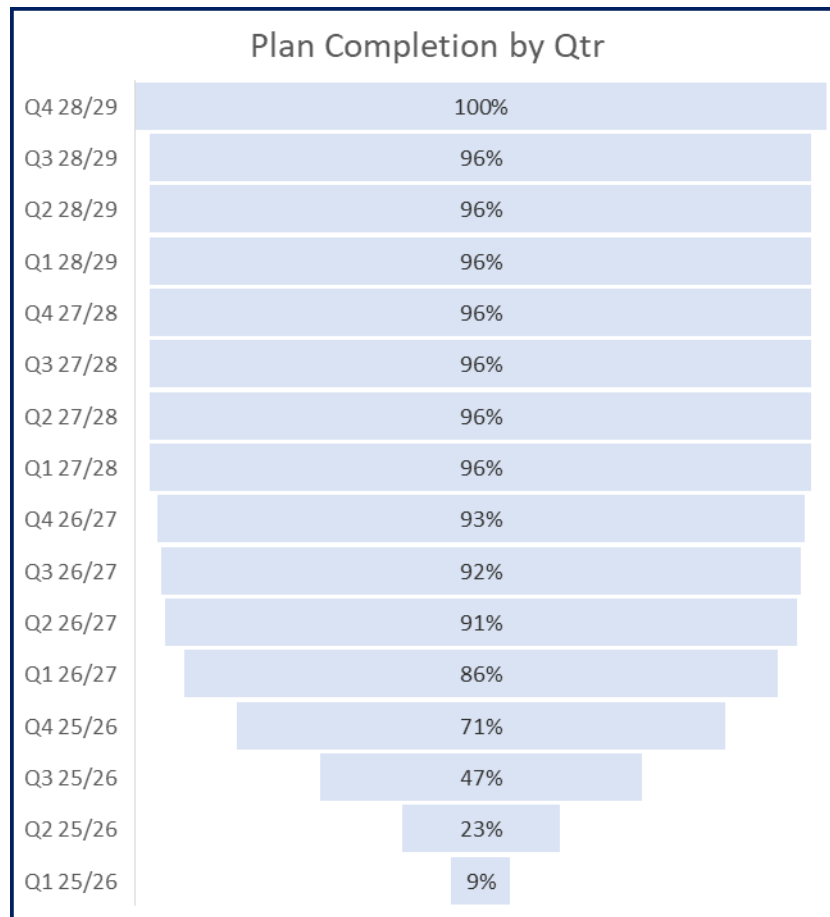
performance against the target/expectation or baseline or a statistically significant agreed range (+/- 5% or +/- 2pp).

9. The board discussed and highlighted various data points from the Police and Crime Plan Dashboard, some of these updates have been included below.
10. The use of the CSEW (Crime Survey for England and Wales) data was discussed by the board and whether alternative relevant metrics should be used. The PCC confirmed that this was indeed the metrics that he wanted to be tracked, due to no other local indicators being available and instead agreed to raise concerns nationally about the release of the data.
11. The average length of service for a PCSO, row five has shown a slight reduction when compared to the baseline. This data can be quite volatile, being influenced by only one experienced PCSO leaving the service, however The PCC was assured through reports through the Corporate Governance Board on recruitment and retention, that this is closely monitored by the Force. The Force has also done a significant amount of work to improve the role of a PCSO, including enhanced powers, enhanced training and formal uniform for ceremonial events. The Force have also conducted a survey across the organisation to gain insights into how to improve the role of a PCSO.
12. Force staff satisfaction, row 7 currently redacted, but showing a decrease when compared to the results from the previous year. The PCC has asked further questions of the Chief constable on this metric including what the causes for the reduction are and what are the Force doing to improve morale in the Force.
13. The number of officer hours saved, row 16, this is an annual figure whereby the target of predicted officer hours to be saved in 2025/26 is 200,000 from interventions or other initiatives. The Force are currently predicting a saving of 175,900 hours; however, the PCC has sought further assurance from the Force that other work is in the pipeline that will bring the Force closer to their annual target.
14. The volume of abstractions, row 25 currently redacted, but currently showing an increase compared to the baseline. Whilst the data presented to the board showed an increase in the number of abstractions from Neighbourhood policing, the overall trend is showing a convergence to the baseline figure. The PCC has requested further information on this metric for the next board and requested to see this as a calculation of hours worked/available, he also requested a further meeting to discuss abstractions with the Director of Governance and Performance to see if this matter needs further escalation.
15. The number of referrals into drug treatment, row 34, which shows a significant reduction to the baseline. This reduction is a sustained reduction as a result of reduced funding from the Home Office. Locally, we ensured that everything which was made available to us via the Home Office funding streams was utilised, however the lack of funding has made it difficult to continue with the previous levels of intervention.

16. The board was updated by the Director of Strategy, Partnerships and Commissioning and Head of Prevention on the impact and outcomes of the intervention. The PCC asked for the Director of Strategy, Partnerships and Commissioning to meet with Force leads to determine if anything can be done to increase this area of work. It is possible that a business case for additional funding could be presented to the PCC at a future date.
17. The number of casualties, row 57, this metric is showing a slight increase when compared to the baseline data. Whilst it is disappointing that this metric is currently showing an increase, A research project on Fatal 4 is scheduled to be undertaken by the OPCC in February 2026. The project will explore and evaluate the effectiveness of different crime prevention methods.
18. Further to this, as discussed at Police and Crime Panel on the 27th October, the Commissioner would like all partners to join together to aim for Vision Zero, he will be writing to all partners over the coming weeks to invite them to join together alongside the Road Safety Partnership to work collaboratively towards this aim.
19. The PCC's Road Safety, Community Action Fund has launched on the 17th November and runs until the 12th January, whereby local groups and organisations are invited to bid in for up to £10,000 to deliver projects that focus on prevention and education to improve performance in this area.

Delivery Board updates:

20. As per the previous updates to the Police and Crime Panel, the OPCC 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.
21. A Delivery strategy has been developed for each priority area; within the delivery strategies there are a number of actions and activities. Further to this there are key outputs (number that demonstrates a tangible result) and outcomes (broader measure describing the impact) to be monitored for each strategy.
22. Across the delivery strategies a total number of 127 actions have been created. The chart below shows the progress of the delivery of the plan across the quarter for the length of the plan. An annual review will take place reviewing the delivery strategies and ensuring the activities are appropriate and relevant. These actions will also be considered in relation to the outcomes to ensure the activities are having the desired impact.



23. The latest delivery board to track progress and delivery was held on the 5th November 2025.
24. An Executive summary of the progress made to date is shown that was presented to the board is shown below:
- Overall, 18% of the plan has been completed to date over the first two quarters of delivery
 - 8 Actions have been completed within the quarter
 - There are a further 6 actions in progress
 - A total of 17 actions has been completed to date.
 - All new actions created during the last Delivery Board are on track for delivery
 - Concerns were raised regarding the Crime Survey for England and Wales (CSEW) metrics as accessing regularly updated data is proving difficult, the latest update was nationally released in March 2025 (as previously outlined)
25. All updates and changes to delivery dates and action wording are closely tracked and monitored. Only one change was proposed and approved during the board meeting, this related to an updated on the definition of one of the actions relating to Road safety.

Progress against the Delivery Strategies and Key Achievements from Q2

26. During quarter 2 a total of 8 actions within the Police and Crime plan have been completed, these include the following highlights.
- An annual statement on procurement practices and a statement within the annual report on finances detailing the work.
 - A crime prevention strategy for LLR be developed and published
 - Regional meeting to discuss rural crime best practice
 - Continued investment in the Community Leaders Network
 - Children and parents provided with educational resources to target violence and vulnerability
 - Expansion of the work delivered with educational providers
27. Each delivery strategy was discussed in the delivery board where each lead was provided the opportunity to present the progress made in their area and highlight any risks or barriers. A summary of some of the delivery strategies are included below.
28. **Finances** - The Procurement Annual Report was completed and circulated internally in August, a redacted version will be made available to the public via the OPCC website. The main purpose of this is to promote transparency, accountability, and continuous improvement, by demonstrating how public money is spent and how the organisation is meeting its strategic and regulatory objectives
29. **Neighbourhood Policing** - The Joint Force and OPCC Prevention Strategy 2025-29 was formally agreed at the Corporate Governance Board in July 2025. The pioneering new strategy fulfils one of the core ambitions of the new Police and Crime Plan 2024-29 and endorses a holistic approach to policing focused on identifying and tackling the root causes of crime, anti-social behaviour (ASB) and vulnerability.
30. Joint Prevention Strategy has been developed with designated resources to focus on evidence-based, partnership driven projects that make a tangible difference to people's lives.
31. The strategy empowers communities to play a pivotal role in the PCC's mission to build safer, healthier and more prosperous neighbourhoods, and vows to provide them with the tools needed to identify and deliver localised solutions to help people thrive and further re-enforces the Chief Constable and PCC's commitment to prevention.
32. The work of the Prevention Hub will be presented to the PCC every 6 months through the Corporate Governance Board.
33. **Rural Policing** - The PCC is sponsoring a regional meeting of Rural Policing Teams (Lincolnshire, Northamptonshire, Derbyshire, Nottinghamshire and Northamptonshire) where each team will be given the opportunity to present and share best practice. Further to this the PCC continues to be a key member of the Leicestershire Rural Hub Meeting,

which aims to bring county partners around the table to discuss emerging rural crime trends and issues facing rural communities.

34. **Neighbourhood Crime** - The VRN (Violence Reduction Network), in partnership with the OPCC, funded and hosted a consultation event. An external consultant delivered an interactive workshop to understand how the VRN and OPCC can invest in and support the CLN (Community Leaders Network) going forward.
35. The aim of the CLP Programme is to provide local community leaders with access to a free high-quality course which enables them to develop their leadership style, knowledge and skills and apply this to their work with the purpose of building stronger and safer communities.
36. The VRN and OPCC will be supporting the CLN in 3 areas - funding and investment support (bid writing workshops etc), wellbeing support for those who work on the frontline, and building capacity support (becoming constituted, project management, training etc). The VRN have also very recently funded Jones Consulting Ltd to support the CLN with regular network meetings.
37. **Violence and Vulnerability** – The Live Safe website continues to be developed by the VRN partnership and this quarter, additional material on Healthy Relationships has been added. A Live Safe knife crime workshop has also been delivered to parents/carers.
38. In partnership with the Police and the City and Leicestershire County Council, the OPCC has funded the introduction of Pol-Ed. As a result, from August 2025 all schools and other educational establishments will have access to a range of high-quality education resources relating to keeping children and young people safe. Leicestershire Police and the VRN team will continue to deliver targeted sessions in schools where there are particular issues which require additional input.
39. The VRN team continues to collaborate with the national organisation, The Hope Collective, to strengthen involvement of children and young people in the design and development of violence prevention strategies and activities locally and nationally. A recent successful bid to the Youth Endowment Fund to be a delivery partner in the national Peer Action Collective (PAC), will result in young people in our area being provided with the opportunity to train as peer researchers and undertake research and social action projects. This will focus on a topic(s) relating to policing.
40. The VRN has a new Prevention and Diversion Manager who will have a specific focus on working with the education sector (replacing the Lead for Children and Families) The Schools Handbook for Preventing Violence has been updated and will be re-published in Q3 and the Schools Network is back up and running following the summer break.
41. Mentors in Violence Prevention has recommenced with 13 schools participating in an independent evaluation which will take place throughout Q3 and Q4 - the results will inform next steps for the programme.

42. **Scrutiny and Legitimacy** – The PCC has provided £6,000 funding to set up a lived experience focus group over this financial year. The project is still at its early stages however promises to bring additional intelligence to the commissioning of services for victims and witnesses.
43. The OPCC has been in collaboration with ICVA (Independent Custody Visiting Association) reviewing the rights and entitlements of immigration detainees in custody. The findings and recommendations from this work have resulted in a roundtable event being held in London in December following which any recommendations can be brought back into Force.
44. A key deliverable was to review the existing scrutiny arrangements in Leicestershire and recommend improvements to strengthen public accountability of the Force. This review has been conducted and a report of recommendations presented to the DPCC. The actions are now being progressed with the scrutiny panels at an away day to be held in November 2025.
45. The review process included comparative research with other OPCCs, one-to-one discussions with panel members of the Ethics and Transparency Panel, and engagement with Force leads. This approach provided a broad evidence base to inform the findings and recommendations. Comparative research revealed that Leicestershire OPCC is ahead of the curve in its commitment to scrutiny, particularly in the areas of ethics and transparency. The review highlighted its openness to evolving scrutiny functions and has a strong governance currently in place compared to other OPCCs.
46. **Effective Criminal Justice** – a partnership wide criminal justice away day was hosted and well attended by a variety of criminal justice stakeholders. A key take away from the day was that a framework needed to be developed around the sub-groups of the Criminal Justice board and how the work within these groups provided updates to the board.
47. The Criminal justice board are closely monitoring the volume of ineffective trials at court in future meetings, hoping to see significant improvements over the quarters.
48. A lobbying letter highlighting the extreme numbers of backlog currently attributed to the criminal justice system was sent to central government this quarter. The Leveson report published on July 9th 2025, outlined some possible solutions, there was also a further request for assurance from government around potential timelines to implement the recommendations of the Leveson report, which would provide criminal justice partners and the wider public with some clarity.

Horizon Scanning

49. The delivery board also looked forward at any actions due to be delivered over the next quarter and if there were any barrier or risks to the identified actions on track to be delivered. Some of these key deliverables are highlighted below;
- a. A published estates strategy
 - b. A strategy for Environmental sustainability
 - c. A report to the Corporate Governance Board on Staff Wellbeing
 - d. Local projects developed to tackle speeding
 - e. Crime prevention pages available on the OPCC website
 - f. Report on Force complaints provided to the Ethics Panel
 - g. Public OPCC performance report to be developed
 - h. Hate Crime Action Plan to be developed
50. The next delivery board is scheduled for the 29th January 2026. The resulting update report will be brought to the Police and Crime Panel on the 21st April 2026.

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

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Serial No	Delivery Strategy	Metric	Definition	Reporting Frequency	Source	Target/Expectation	Baseline 2024/25	Q1 2025/26	Q2 2025/26	Q3 2025/26	Q4 2025/26	Direction	RAG
												(assessed against the baseline)	
1	Finances	Published Medium Term Financial Strategy	Has a Medium Term Financial Strategy been published in year	Annual	Internal performance data	Completed Y/N	Y		Y			↑	
2	Finances	Confidence in Police (CSEW)	National survey figure for confidence in policing	Quarterly	Crime Survey for England and Wales	Increase	65.9%						
3	The Police Estate	No. of places public can engage with staff	The number of Front Enquiry offices	Quarterly	Internal performance data	Increase	0	14	14			↑	
4	The Police Estate	No. assets that have had their visibility increased.	Number of Police offices/stations that have had their visibility increased.	Quarterly	Internal performance data	Increase	0	0	0			↔	
5	Workforce	Average length of service for a PCSO	The average number of years service for a PCSO.	Quarterly	Internal performance data	Increase	9.5	10.9	9.0			↓	
6	Workforce	Staff satisfaction for OPCC	The percentage of staff satisfied working in the OPCC.	Annual	Internal performance data	Increase (over 80%)	46.0%		63.0%			↑	
7	Workforce	Staff satisfaction for Force	The percentage of staff satisfied working in the Force.	Annual	Internal performance data	Increase (over 80%)						↓	
16	Resources	Officer hours saved	The predicted and realised number of officer hours saved through innovation/technology. Baseline is realised and latest is the predicted value for the year.	Annual	Internal performance data	Increase	200,000		175,900			↓	
24	Policing	Number of Neighbourhood Officers	Volume of Neighbourhood officers	Quarterly	Internal performance data	Increase or maintain	664	656	679			↑	
25	Policing	Abstractions from N'hood Policing (%)	Percentage of available hours that have been abstracted	Quarterly	Internal performance data	Reduce						↑	
26	Policing	Police Community Understanding (CSEW)	National survey figure for police community understanding	Quarterly	Crime Survey for England and Wales	Increase	56.6%						
27	Policing	Number of Neighbourhood Crime offences	Rolling 12m figure for the volume of Neighbourhood crime offences (Robbery Personal, Theft from person, Vehicle Crime, Residential Burglary). National Policing Priority Measure	Quarterly	Internal performance data	Decrease	11,545	11,194	10,755			↓	
28	Policing	Outcome rate for Neighbourhood offences	Force Positive outcome rate for Neighbourhood Crime offences	Quarterly	Internal performance data	Increase	4.4%	4.1%	4.2%			↔	
31	Violence and Vulnerability	Incidences of murder and other homicides (rate per 1000 pop)	Quarterly volume of incidents by rate per 1000 pop, National Policing Priority Measure	Quarterly	Internal performance data	Decrease	0.004	0.0008	0.0000			↓	
32	Violence and Vulnerability	Offences involving discharge or a firearm (rate per 1000 pop)	Quarterly volume of incidents by rate per 1000 pop	Quarterly	Internal performance data	Decrease	0.38	0.33	0.30			↓	
33	Violence and Vulnerability	Drug-related homicides (rate per 1000 pop)	Quarterly volume of incidents by rate per 1000 pop	Quarterly	Internal performance data	Decrease	0.0017	0.000	1.000			↓	
34	Violence and Vulnerability	Police referrals into drug treatment	Volume of Police referrals into drug treatment, cumulative figure	Quarterly	Internal performance data	Increase	70	14	6			↓	
35	Violence and Vulnerability	Incidences of serious violence (adults/young people) (rate per 1000 pop)	Quarterly volume of incidents by rate per 1000 pop, National Policing Priority Measure	Quarterly	Internal performance data	Decrease	0.7	0.62	0.62			↓	
36	Violence and Vulnerability	Hospital admissions for assaults with knife or sharp object (rate per 1000 pop)	Quarterly volume of incidents by rate per 1000 pop	Quarterly	Internal performance data	Decrease	0.026	0.00089	18.5			↓	
41	VAWG	VAWG Defined offences (rate per 1000 pop)	Quarterly volume of incidents by rate per 1000 pop, National Policing Priority Measure	Quarterly	Internal performance data	Decrease	18.96	18.5	79.9%			↓	
42	VAWG	Satisfaction with police among victims of domestic abuse	Satisfaction rate collected by Police Survey	Quarterly	Internal performance data	Increase	80%	81.30%	79.90%			↔	
43	VAWG	Stalking and harassment offences (rate per 1000 pop)	Quarterly volume of incidents by rate per 1000 pop	Quarterly	Internal performance data	Decrease	9.3	9.98	9.16			↓	
48	Rural Crime	Volume of Rural crime offences (rate per 1000 pop)	Quarterly volume of incidents by rate per 1000 pop	Quarterly	Internal performance data	Decrease	0.59	0.53	0.51			↓	
49	Rural Crime	Positive outcomes for Rural Offences	Force Positive outcome rate for Rural Crime offences	Quarterly	Internal performance data	Increase							
52	Business Crime	Incidences of shoplifting (rate per 1000 pop)	Quarterly volume of incidents by rate per 1000 pop	Quarterly	Internal performance data	Decrease	7.60	8.03	7.61			↔	
53	Business Crime	Incidences of shopworker assaults (rate per 1000 pop)	Quarterly volume of incidents by rate per 1000 pop	New metric to be coll	Internal performance data	Decrease							
54	Business Crime	Positive outcomes rate for Business crime offences	Force Positive outcome rate for Business Crime offences	Quarterly	Internal performance data	Increase	14.1%	14.5%	14.9%			↑	
57	Road Safety	Number of Casualties	Volume of Casualties on Roads, rolling 12m figures	Quarterly	Road Safety Policing	Reduce	100	108				↑	
58	Road Safety	Number of Collisions	Volume of Collisions, rolling 12m figures	Quarterly	Road Safety Policing	Reduce	1209						
63	Neighbourhood Crime	Volume of Residential Burglary offences (rate per 1000 pop)	Quarterly volume of incidents by rate per 1000 pop, National Policing Priority Measure	Quarterly	Internal performance data	Decrease	2.75	2.58	2.42			↓	
64	Neighbourhood Crime	Volume of Vehicle Crime Offences (rate per 1000 pop)	Quarterly volume of incidents by rate per 1000 pop, National Policing Priority Measure	Quarterly	Internal performance data	Decrease	6.06	5.94	5.69			↓	
65	Neighbourhood Crime	Volume of Theft from Person offences (rate per 1000 pop)	Quarterly volume of incidents by rate per 1000 pop, National Policing Priority Measure	Quarterly	Internal performance data	Decrease	0.8	0.76	0.76			↓	
66	Neighbourhood Crime	Volume of Robbery offences (rate per 1000 pop)	Quarterly volume of incidents by rate per 1000 pop, National Policing Priority Measure	Quarterly	Internal performance data	Decrease	0.75	0.79	0.76			↔	
69	Supporting Victims	Level of Victim Code of Practice Compliance	VCOP Force compliance rate	Quarterly	Internal performance data	Increase	87.7%	88.8%	87.5%			↔	
70	Supporting Victims	Victim Satisfaction (Force)	Satisfaction rate collected by Police Survey	Quarterly	Internal performance data	Increase	75.50%	77.9%	74.2%			↔	
71	Supporting Victims	Victim satisfaction (OPCC services)	Victim Satisfaction from Victim services	Quarterly	Commissioned service performance data	Increase	97.50%						
75	Supporting Victims	Website hits on crime prevention webpages (to be monitored from Q4 2025/26)	Quarterly volume of website hits on OPCC website	Quarterly	Internal performance data	Increase							
76	Scrutiny and Legitimacy	Police do a satisfactory, good or excellent job (CSEW)	National survey figure for confidence in policing	Quarterly	Crime Survey for England and Wales	Increase	46.60%						
77	Scrutiny and Legitimacy	Police do a fair treatment (CSEW)	National survey figure for confidence in policing	Quarterly	Crime Survey for England and Wales	Increase	57.80%						
82	Effective Criminal Justice	Positive Outcome rate	Force positive outcome rate	Quarterly	Internal performance data	Increase	13.9%	14.70%	14.90%			↑	
83	Effective Criminal Justice	Volumes of Out of Court Resolutions	Quarterly volume of resolutions	Quarterly	Internal performance data	Increase	3575	3386	3370			↓	

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Police and Crime Panel
1st December 2025
Annual Scrutiny Reports

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

Purpose of Report

1. In his role as the Police and Crime Commissioner (PCC) the Commissioner is required to hold the Chief Constable to account for the performance of the force.
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 utilising the independent Ethics and Transparency Panel.

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 regime of independent scrutiny that the PCC has in place?
 - b. Would the panel like to make any recommendations to the PCC in relation to this matter?

Background, Relevant Data and Trends

Ethics and Transparency Panel

4. The purpose of the Ethics and Transparency Panel (the 'Panel') is to provide greater public trust and confidence in ethical and transparent policing through independent operational scrutiny. The Panel is a non-executive body and has no executive or legal powers, other than those outlined and specifically delegated in the Panel's Terms of Reference.
5. The Panel is an advisory body set up to provide operationally independent assurance that policies, reports and crime sampling is being considered and managed in an ethical and proportionate manner. It is important for the public to be aware of how Leicestershire Police and the Office of the Police and Crime Commissioner (OPCC) make decisions, especially with regard to the service offering to victims of crime and the issues affecting organisational culture.
6. Through the Panel, more emphasis is able to be placed on policies, processes and procedures allied to reducing corrupt behaviour, malpractice, misuse/abuse of powers or other types of criminal behaviour. It also provides the public with an insight into the ethical impact of planned organisational changes, and an opportunity to scrutinise force values, the application and for reflective learning.

7. Whilst there is no statutory requirement for a joint Ethics panel, there is legislation that places a duty on PCCs and Police forces to community scrutiny of certain police functions.¹
8. There is, therefore, a clear mandate for Chief Officers and PCCs to facilitate community scrutiny; to uphold their commitments to serve their communities with transparency and accountability; and to give a voice to the public.
9. Panel meetings take place quarterly with the Panel convening for a public meeting four times a year. Panel meetings are scheduled a year in advance with dates being circulated to attendees and published on the website. Similarly, with any dip-sampling and/or review sessions, annual scheduled dates are shared with members in advance of the sessions. A forward plan for 2025-26 is in place and is a live document that includes future topics, scrutiny dip-sampling and papers that have been requested for Panel meetings.
10. The Panel is currently made up of ten members, which includes an elected Chair and Deputy Chair. Recruitment to the panel has aimed to attract applications from across all diverse communities and geographies that the Leicestershire Police serves. Four of these members were recruited recently through an open transparent interview process.
11. Members are appointed for an initial two-year term that can be extended through re-application by members pending a thorough review by the Commissioner. The maximum period of appointment for all Panel members is four-years. Of the current ten Panel members, three have served for three years, another three for two years, and the remaining four members have completed one year.
12. The breakdown of time served and each members profile is shown below;
 - i. Vipal Karavadra (Chair) – **member since September 2022.** Vipal is the founder and director of Fluid Funding Limited, focusing on planning, launching and growing a whole of the market finance commercial brokerage. He is currently a Non-Executive Director for Leicester Partnership Trust (LPT), a Board Member for the Leicester Asian Business Association (LABA) and an Enterprise Partner - LLEP Mentor at the Princes Trust. Vipal is also a Trustee for Rainbows Hospice.
 - ii. Dr Louise Bradley – **member since September 2022.** Louise is a researcher with a PhD in social psychology who has worked in the field of sexual and criminal exploitation for many years to

1. ¹ Paragraph 5 of PACE Code A - PACE Code A 2023 - GOV.UK
Section 96 of the Police Act 1996 (Police Act 1996) as amended by Section 14 of the Police Reform and Social Responsibility Act (PRSRA) 2011 (Police Reform and Social Responsibility Act 2011)
Section 34 PRSRA

improve services and outcomes for young people and their families affected. Louise also works for a Sexual Abuse Rape Advice Centre (SARAC), a charity that offer supports to those affected by sexual violence.

- iii. Matthew Youngs – **member since September 2022**. Matthew is a graduate-entry student at the University of Warwick's Medical School. Prior to this, he worked as a Graduate Management Trainee at Loughborough University where he was a Project Manager in Organisational Strategy Delivery and also conducted an institution-wide review of due diligence processes. He has held trustee positions and non-executive directorships in a number of organisations including the National Association of Nightlines, Leicestershire & Rutland Wildlife Trust, and Loughborough University Council.
- iv. Kieran Breen - **member since September 2023**. Keiran has spent 30 years working in the development sector in the UK, East Africa, Latin America and the Caribbean and Canada and is currently CEO of Leicestershire Cares. He has specialised in developing private, public and third sector partnerships to tackle poverty and inequality as well as managing large education and health programmes. Since 2016, Kieran has been very involved in developing practice and policy around business and community partnerships. He has also written widely on local government, deliberative democracy and the issues faced by young people.
- v. Kathleen Harris-Leighton (Vice Chair) - **member since September 2023**. is the CEO and founder of the Women Empowerment Network and also is a member on various Boards to help represent many voices across Leicestershire. Kathleen is very passionate about our diverse communities and the importance of how we all communicate effectively with each other and Leicestershire Police.
- vi. Lisa Vine - **member since September 2023**. Lisa is an LGBTQ+ inclusion consultant based in Loughborough and has been running her own business for the last six years. She works with private, public and third sector organisations to support LGBTQ+ people and individuals and organisations who are striving for LGBTQ+ inclusion. Lisa has over nine years' experience working directly for and with LGBTQ+ communities. Prior to running her own business, she worked for local, regional and national **charities in addition to working for an MP and MEP**.
- vii. Dr Denis Tanfa – **member since October 2024**. Denis is a Criminologist and a Restorative Justice Practitioner/Trainer, a University Lecturer, and a Community Activist. He is a member

of British Society of Criminology and Member of the World Society of Victimology. He trains students, police officers, and community members to become RJ Practitioners. He manages Restorative Justice Programmes within the communities in Leicester, Leicestershire, and Rutland. He is the founder and former Chair of African Network LLR. As a Criminologist, he is committed as ever to work with the local police to reduce crime and anti-social behaviours in local communities. He an “Honoured Citizen of Leicester” awarded to him by the Lord Mayor of Leicester in 2023.

- viii. Nikki Plant - **member since October 2024**. With over 15 years of experience in social care and mental health, Nikki is a dedicated and compassionate professional committed to improving the lives of individuals experiencing inequalities and social challenges. Throughout her career, Nikki has worked across diverse settings, including community mental health teams, crisis intervention services, and statutory social care, providing skilled assessments, advocacy, and person-centred support. Previous experience as a Social Worker and Approved Mental Health Professional (AMHP), enables Nikki to bring a deep understanding of mental health law, safeguarding, and ethical practice. Nikki is highly experienced in coordinating complex care arrangements, balancing individual rights with public protection, and leading multidisciplinary decision-making processes under the Mental Health Act. In addition to her frontline and leadership roles, Nikki currently works with the Care Quality Commission (CQC), contributing to the regulation and inspection of health and social care services across the sector.
- ix. Katie Walker - **member since October 2024**. Katie is a University of Lincoln Criminology graduate. With a strong passion for youth justice, Katie is a previous member of the Leicestershire and Rutland Youth Commission. During her studies, Katie was actively involved in an innovative student/teacher collaboration project. As part of this initiative, she played a key role in the co-creation of a module focused on youth justice which is still an active module at the University. This reflects her desire to inspire change and inform future generations.
- x. Frances Deepwell - **member since October 2024**.

13. In the coming year, further recruitment of new panel members will be necessary, along with the appointment of a new Chair, as the current Chair's maximum term concludes in September 2026. Succession planning is already underway to ensure these positions are filled in a timely and effective manner.

14. Three of the panel members will have completed their maximum period of appointment and four panel members will be coming up to the end of their two-year term. For those members who elect to continue a decision regarding reappointment will be made by the PCC. Three panel members will have reached the end of their maximum appointment period, for which the OPCC will recruit for via an open recruitment process.
15. Amendments have been made to the scrutiny structure to support a more panel-focused approach. Previously, the annual scrutiny report outlined four new review functions to be carried out quarterly by panel members during meetings. However, it has now been agreed that these reviews will take place outside of formal meetings. This change allows for additional more in-depth quarterly scrutiny on topics identified in the Forward Plan.
16. The review of body-worn video (BWV) footage continues to be a key element of scrutiny and remains on the quarterly agenda. However, due to time constraints, recommendations have been made to improve the depth and quality of this scrutiny. It is hoped that Ethics and Transparency Panel members will begin attending internal force meetings where more detailed reviews of use of force and BWV take place.
17. The four sub-scrutiny panel functions facilitate dip-sampling and review of Public Complaints, Custody Detention Scrutiny Panel, Hate Crime Scrutiny Panel, and Out of Court Resolutions (OOCR) Scrutiny Panel and continue to operate under the Ethics and Transparency Panel. However, to allow more time for in-depth examination of broader ethical issues, these sub-panels will no longer be discussed on a quarterly basis during Ethics and Transparency meetings. Although an annual report is currently produced quarterly, it is distributed to panel members ahead of each meeting. This enables members to raise any exceptions, positive or negative, during the meeting, allowing for further deep dives where necessary.
 - a. **Out of Court Resolutions (OOCR)** – involves the scrutiny of adult cases and the review of a paper provided by the Youth Offending Service (YOS) which were dealt with by OOCR with 30% being domestic cases. There will be a requirement to review whether the handling was classified as appropriate or inappropriate. The Lead Member will be required to sit on the independent panel and report to ETP.
 - b. **Custody Detention Scrutiny Panel** – involves the scrutiny of custody records selected at random to review the detainee's journey through custody and provide assurance that they have been managed in an appropriate, ethical and proportionate manner. This will supplement the

work of the Independent Custody Visitors (ICVs) and will be done with the support of the OPCC.

- c. **Hate Crime Scrutiny Panel** – involves the scrutiny of closed hate crime cases selected at random, reviewed by an independent Hate Crime Panel. The Lead Member will be required to sit on the independent panel and report back to the ETP on themes and update on any immediate actions (learning for individual officers) to be handled following the meeting.
 - d. **Review of Public Complaints** – involves the scrutiny of closed complaint cases selected at random and reviewed to assess how well the complaint was handled, whether the outcome was appropriate and identifying any themes or trends both for individual and organisational learning. There is also an opportunity to review themes with regard to misconduct cases and have oversight over Professional Standards performance.
18. As a key deliverable of the 2025-29 Police and Crime Plan, the OPCC has undertaken a detailed review of its existing scrutiny functions and their outputs. The purpose of this review was to assess the effectiveness, transparency, and coherence of current scrutiny processes, and to ensure that oversight mechanisms were applied consistently across the OPCC and the Force.
19. The review process included comparative research with other OPCCs, one-to-one discussions with panel members of the Ethics and Transparency Panel, and engagement with Force leads. This approach provided a broad evidence base to inform the findings and recommendations.
20. Comparative research revealed that Leicestershire OPCC is ahead of the curve in its commitment to scrutiny, particularly in the areas of ethics and transparency. The review highlighted its openness to evolving scrutiny functions and has a strong governance currently in place compared to other OPCCs.
21. Despite these strengths, the review identified several areas requiring improvement. These included a lack of alignment across scrutiny boards, the absence of clear and consistent terms of reference, and concerns regarding the overall effectiveness of scrutiny practices. To address these issues, a number of recommendations have been proposed. These include the development of a structured training programme and enhancements to the Forward Plan to ensure that scrutiny priorities are clearly identified and strategically managed. These recommendations have been submitted for formal approval, and implementation is already underway.

22. The relevant tools, training and support are provided to all Panel members for each of the respective sub-panels scrutiny areas to allow them to undertake their roles.
23. The full annual report of the Ethics and Transparency panel is attached as appendix one.
24. Both annual reports are on the agenda for discussion between the PCC and Chief Constable at Corporate Governance Board in November, where the feedback will be discussed and formal responses to both papers provided to the respective panels. Both Chairs of JARAP and the ETP have been invited to attend and present the annual report to the PCC and Chief Constable to allow for direct feedback of the panel's findings and recommendations.

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



Ethics and Transparency Panel Annual Report

November 2025

Report Date	November 2025
Report Author	Vipal Karavadra, Ethics and Transparency Panel Chair
Security Classification	Not Protectively Marked/Official

Purpose of Report

1. The Ethics and Transparency Panel serves as an advisory body to the Police and Crime Commissioner (PCC), providing assurance that ethical standards and integrity are embedded within Leicestershire Police. The panel ensures that professional standards and the delivery of policing services remain upheld, adding value beyond audit and scrutiny.
2. This report, presented by the Chair on behalf of the Ethics and Transparency Panel, outlines how the panel is fulfilling its responsibilities outlined within the terms of reference through scrutiny of policies, reports, and deep dives, as well as the panel's consideration of emerging ethical issues, both locally and nationally that impact the force.
3. The report aims to showcase the panel's work and provide reassurance that policing is being carried out in a way that enhances internal and external trust and confidence in ethical governance and decision-making. Where concerns have been identified, the report includes advisory recommendations to support improvements for the public.

Request of the Board

4. In its advisory role on ethics and integrity, the Chair on behalf of the Ethics and Transparency Panel requests that the PCC and Chief Constable review the contents of this report. The panel would particularly welcome the views of the PCC and Chief Constable on the following questions:
 1. Are they satisfied with how the Ethics and Transparency Panel has held the Chief Constable to account on this subject?
 2. Do you have any recommendations or feedback you would like to offer to the Ethics and Transparency Panel in relation to this matter?

Summary

5. Over the past year, the panel believes that Leicestershire Police ("the Force") and the Office of the Police and Crime Commissioner (OPCC) have demonstrated good ethical standards and delivered a good level of service to the communities of Leicester, Leicestershire, and Rutland. The Force has evidenced this in several ways, notably, the panel discussed the Suzy Lamplugh Trust super-complaint, during which the Force outlined its commitment to developing a delivery plan based on the Trust's recommendations. Furthermore, the prioritisation of stalking and harassment for 2025/2026 was highlighted, reflecting the Force's transparency and proactive approach to addressing serious concerns.
6. To follow up on the work undertaken last year, the panel has engaged in a series of constructive discussions both within and outside the organisation, particularly though not exclusively on matters relating to organisational culture. While there have been some changes within the OPCC office and the wider force. The panel

recognises that, despite organisational changes, there remains a strong and sustained commitment to improvement and an open approach to feedback. This continued focus will be essential in consolidating recent progress and addressing emerging challenges in the year ahead.

7. Throughout the year, the panel has engaged in meaningful discussions around issues affecting organisational culture. Both the Force and the OPCC have demonstrated transparency regarding the ethical and public-facing impacts of these challenges. As highlighted in last year's review, the panel has consistently acknowledged the significant budgetary pressures faced by the Force. These financial constraints have necessitated a range of savings measures over the past year. The Force has provided reassurance that, while budgetary challenges are expected to continue, robust plans are in place to mitigate their impact. These plans have been openly shared and discussed with the panel, and there is confidence that the Force is taking appropriate steps to minimise these effects, particularly in relation to frontline policing. The panel remains assured that the Force is committed to maintaining service delivery and public trust despite ongoing financial pressures.

Panel Background

8. Over the past 12 months, the Ethics and Transparency Panel has convened on more than ten occasions through formal panel meetings and scrutiny sub-panel sessions, undertaking crime sampling and review activities. Members have also participated in relevant training sessions and attended additional meetings as required. The panel is pleased to note that, throughout this period, full and unrestricted access has been provided to all information, visits, and further details requested across the force.
9. All Ethics and Transparency Panel meetings held this year have been well attended by both Panel members and invited Force representatives including senior leadership, consistently achieving the required quorum. Each meeting has benefited from a diverse range of representation, fostering constructive discussion and meaningful challenge.
10. Since our last report we have fully welcomed several new members to add additional skills and oversight, all of whom were interviewed thoroughly and vetted to appropriate levels.

As of today, there are currently 10 members on the panel with differing lengths of term:

- Vipal Karavadra (Chair) – member since September 2022
- Dr Louise Bradley – member since September 2022
- Matthew Youngs – member since September 2022
- Kieran Breen - member since September 2023
- Kathleen Harris-Leighton - member since September 2023
- Lisa Vine - member since September 2023
- Dr Denis Tanfa – member since October 2024

- Nikki Plant - member since October 2024
- Katie Walker - member since October 2024
- Frances Deepwell - member since October 2024

11. Bringing in the new panel member has made the group more diverse and added fresh perspectives to how things are reviewed. However, the panel has identified delays in the provision of training for these new members. As a result, they have not yet been able to participate in sub-panels, which has limited their involvement in more detailed scrutiny activities. This issue has been acknowledged by the OPCC, and work is underway to address the gaps. Once all panel members are fully integrated into the sub-panels, it will enable more robust scrutiny, including increased opportunities for dip-sampling and the suggestion of recommendations. This forms part of the wider effort to establish a more cohesive and effective scrutiny structure across both the OPCC and the Force.

12. There are four scrutiny sub-panels that currently undertake dip-sampling and reviews to support the work of the panel and offer a more in-depth scrutiny into the application of processes, policies and procedures. The four sub-panels consist of the follow areas of scrutiny:

- Review of Public Complaints
- Custody Detention Scrutiny Panel (CDSP)
- Out of Court Resolutions (OOCR) Panel
- Hate Crime Scrutiny Panel (HCSP)

13. Currently six of the panel members are assigned to a sub-panel(s). This is subject to change, and it is the goal to ensure that all panel members are involved in a sub-panel. This change is due to occur by the end of the annual year (2025). All four panels run on a quarterly basis, and the sub-panels present an annual report to the Ethics and Transparency Panel for comment. In the last year an annual report has been provided by the OOCR Scrutiny Panel, the annual report for the CDSP is in progress and the Hate Crime Scrutiny annual report is due in December 2025.

14. The following information summarises the work of the panel throughout these meetings over the last 12 months including the work of the scrutiny sub-panels. The Ethics and Transparency Panels have been well attended by the respective panel members, along with the sub-panels in which the lead panel members attend. It has been highlighted that there have been some issues with the attendance of the Hate Crime Scrutiny panel in which the July meeting had to be cancelled twice as it did not meet the quorate.

Review of Policies and Procedures

Over the past 12 months, the panel has been provided with access to a range of policies and procedures relevant to the areas under discussion within the meetings. This access has enabled public scrutiny of documents that are not ordinarily available to the wider public, thereby enhancing transparency and accountability.

The panel have reviewed and scrutinised policies across several areas, including Leicestershire Custody Procedures, particularly in relation to the strip searching of children in custody, Pension Forfeiture cases, Appropriate Adults and the Suzy Lamplugh Trust Progress Report. In addition to reviewing existing policies, the panel was invited to contribute its views on the development of local procedures. This included providing feedback on whether Leicestershire Police should revise its eligibility criteria for Out of Court Resolutions (OOCRs), which currently differ from national guidance.

The panel has found that all feedback and comments provided have been acknowledged and appropriately considered. The Gifts and Gratuities Register is reviewed quarterly by the panel to ensure that the acceptance of any gifts or gratuities remains reasonable and proportionate, taking into account the specific circumstances of each gift. This quarterly review is a mandatory requirement, as outlined in the panel's terms of reference, and feedback is consistently welcomed and acted upon. In the last annual report, the panel requested that the Force provide greater detail regarding the value of gifts and gratuities. This was to enable the panel to make more informed decisions about the appropriateness of accepting such items. In response, the Force has begun implementing this recommendation, and the updated registers now offers improved transparency.

The panel expressed concerns about the Equality, Diversity and Inclusion (EDI) training, specifically the lack of tailored content addressing the needs of transgender individuals. These concerns were acknowledged by the Force, and discussions took place with panel members to address the gaps in training. The Force has since taken steps to amend the training provided and has introduced a new mandatory Code of Ethics Training for all officers and staff. This training is currently in the early stages of being rolled out across the organisation.

Ethical Dilemmas

The panel continues to consider the discussion of ethical dilemmas to be a valuable part of the meetings. It has been brought to the panel's attention that there are plans to expand this section further, placing greater emphasis on ethical considerations. This expansion will enable the Force to gather more feedback, particularly as ethical dilemmas within policing continue to feature prominently in national and local media. Over the past year, the panel has provided commentary and feedback on a range of ethical issues that the Force currently faces or may encounter in the future. These discussions have helped to capture public perceptions and facilitate meaningful discussion around the potential impact of various approaches. Among the dilemmas discussed were whether the Force should adapt its Out of Court Resolution (OOCR) eligibility criteria to include individuals who do not make admissions in interview, particularly for low-harm offences, in order to avoid unnecessary criminalisation; the use of volunteers as appropriate adults; and the recording of non-hate crime incidents. These discussions have proven to be insightful and have supported the Force in considering the ethical implications of its policies and practices.

Panel members feel they have been able to engage in open and constructive discussions with members of the Force regarding ethical dilemmas, and that their perspectives and feedback have been acknowledged.

Body Worn Video (BWV)

Over the past 12 months, the panel has reviewed five randomly selected instances of Body Worn Video (BWV) footage during its meetings. These clips are selected by the Assurance Officer following their attendance at the internal Use of Force Scrutiny Panel. The panel's primary focus is to determine whether the use of force was appropriate and necessary. Alongside this, the panel also considers officers' conduct and their interactions with members of the public to assess whether incidents were handled professionally and effectively. Overall, the Panel considered the BWV footage reviewed to reflect good practice and an appropriate application of force. The panel have been provided with the opportunity to review a range of incidents captured on BWV.

In relation to one review, the panel raised concerns regarding the arresting officer's response to the detainee's disclosure of mental health issues, as well as the use of captor spray. Following the review, recommendations were made to support wider learning for frontline officers, particularly around the appropriate language to use when engaging with individuals experiencing mental health difficulties.

Concerns have also been raised by panel members regarding the limited time available for reviewing BWV footage. Following discussions between the panel members and the OPCC, several suggestions were considered to enhance the effectiveness of this section of the panel's work. Panel members expressed support for the proposal to have a lead panel member attend the internal scrutiny panel led by Force. It is believed that this setting will provide a more comprehensive opportunity to scrutinise the practices of Leicestershire Police, with sufficient time allocated for meaningful review. This approach will enable the lead panel member to provide informed feedback during panel meetings, ensuring that BWV scrutiny is both thorough and impactful.

Ethics and Transparency Panel Scrutiny Sub-Panels

Review of Public Complaints

The purpose of reviewing and scrutinising closed complaints is to assess how well the complaint was handled, whether the outcome was appropriate and identify any themes or trends both for individual and organisation learning. The purpose of the dip-sample is to examine the code of conduct taught to officers, examine the behaviour and performance against the policies and procedures currently in place.

The reviewing is undertaken exclusively by Ethics and Transparency Panel members and reviews take place four times a year in person with a representative from the OPCC and representatives from the Professional Standards being present to answer any questions and provide additional information if requested.

Currently two Ethics and Transparency Panel are part of the process, and they each randomly select up to 10 closed complaints from a spreadsheet which documents case numbers, the allegation result and types of complaints e.g. age, impolite language, police action following contact etc. PSD will assist and collate these cases for the panel members; issues have been highlighted regarding the significant number of pages including supplementary documents e.g. BWV footage which can be time-consuming. As such there has been a push for more panel members to get involved in the complaints dip-sample, although this has not been facilitated within the past year, it is the hope to begin this within the next annual year if support is provided by PSD.

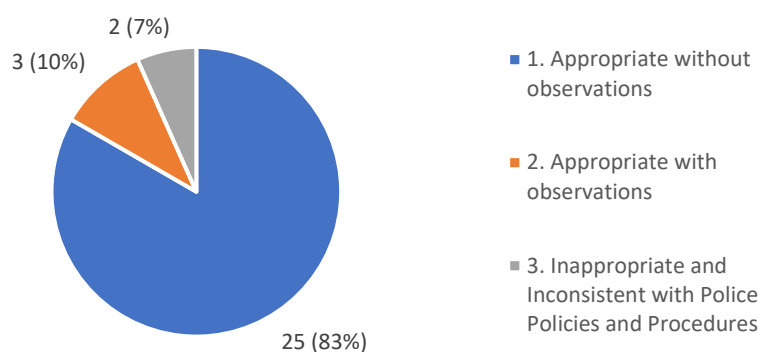
As part of the review, panel members complete an online feedback form which contains a number of questions including:

- Have the allegations been clearly identified
- Has the Complaint Handler responded to each of these allegations
- Do you feel that the outcome provided by the Complaint Handler was appropriate
- Overall Feedback

There are 4 categories used to code the review of complaints:

1. Appropriate without Observations
2. Appropriate with Observations
3. Inappropriate and Inconsistent with Police Policies/Procedures
4. Panel fails to reach Conclusion.

In the last 12 months, there have been 30 closed complaints reviewed by panel members with the following observations:



Overall, the panel was impressed by the methodical, transparent, and professional approach taken in handling and investigating complaints. It is evident that the Force treats complaints with seriousness. The Panel also noted PSD's commitment to continuous improvement, highlighting their openness to feedback and willingness to implement changes based on recommendations. This positive approach is reflected in the outcome of the review, with 83% of complaints assessed as appropriate without any observations.

The panel identified some assurance gaps during the review. In 10% of the complaints, while the panel agreed that the complaint handler had managed the case appropriately, they did make some observations. Specifically, they felt that clearer initial information should have been provided to the complainant, and that more feedback around compassionate communication was needed, highlighting that the officer had shown a lack of compassion in their interactions. Additionally, recurring themes were observed in complaints relating to the FEO and custody environments. These often involved the absence of audio recordings, which, due to legal restrictions, meant a definitive judgement on service appropriateness couldn't be made.

The ETP members who partake in the dip-sampling sessions have observed that often when mistakes are made it appears to stem from officers not consistently following correct procedures, which appears to be fundamental PACE codes of practice. The panel suggested that ongoing, targeted training in core PACE knowledge is essential in reducing complaints.

The panel wished to highlight that PSD consistently are supportive and transparent particularly when members ask granular questions and are extremely accommodating and welcoming.

Custody Detention Scrutiny Panel

The purpose of the Custody Detention Scrutiny Panel (CDSP) is to review historic custody records to ensure that both local and national policies, procedures and legislation has been followed. The panel objectively reviews a detained persons journey through the custody environment to provide assurance that they have been managed in an appropriate, ethical and proportionate manner which are fundamental to public trust and confidence. The panel is made up of Independent Custody Visitors (ICVs) and members of the Ethics and Transparency Panel and meetings are scheduled 4 times a year with a representative from the OPCC and Custody present.

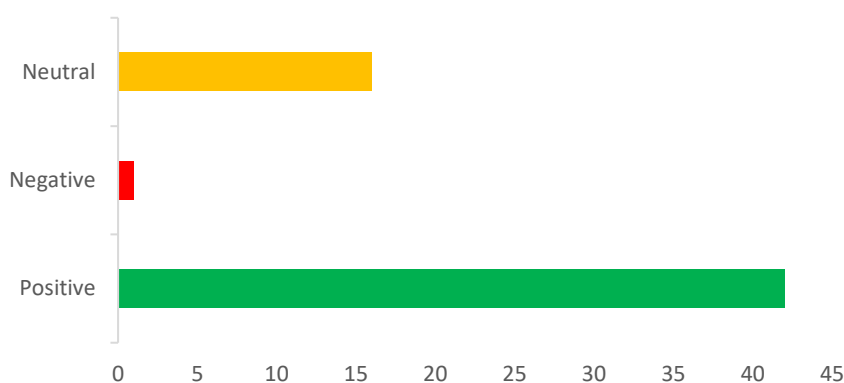
The panel reviews a number of randomly selected custody records with the view to evaluating the professionalism, appropriateness, and timeliness of documentation for each individual who passes through custody. In addition to this, the panel also holds an advisory role, sharing feedback on quality assurance and updates to procedure.

Topics selected for review are often influenced by national data or policing concerns raised at a national level. However, the panel is encouraged to identify and propose local issues for inclusion in the review. Common themes include mental health, access to support services, and the promotion of dignity and respect.

In the last 12 months, the CDSP have convened three times, in February, May, and August 2025. Across these meetings, a total of 59 custody records have been reviewed, representing various custody suites and a diverse range of demographics. During each review, the panel considers a broad set of factors, including the duration of detention, access to rights and entitlements, levels of observation, mental health

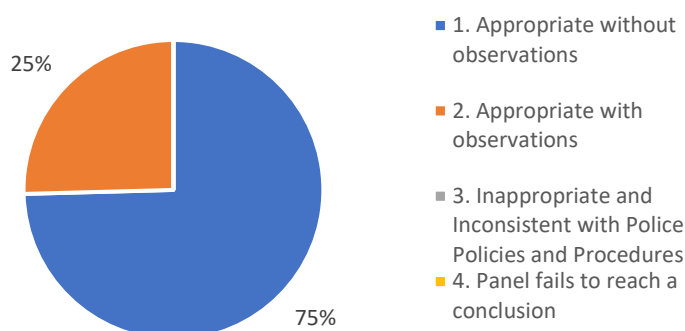
support, and, where relevant, the use of strip searches and the treatment of juveniles.

Over the past 12 months, feedback from the panel on the 59 custody records selected for dip-sampling has provided an overall assessment of their quality and compliance:



Similarly to the review of complaints, there are 4 categories used to code the review of complaints:

1. Appropriate without Observations
2. Appropriate with Observations
3. Inappropriate and Inconsistent with Police Policies/Procedures
4. Panel fails to reach Conclusion



The CDSP reviewed 59 custody cases and were generally assured that Leicestershire Police effectively managed detained persons. While one case received overall appropriate feedback, it was noted as negative due to specific concerns: a delay in the inspector's review post-authorised detention and missed recording opportunities regarding the Appropriate Adult (AA) process, individual feedback was provided in this instance. The main gap in assurance was inconsistent detail in officers' records, for example, lack of information on whether food was offered or provided, and no explanation for delays in AA attendance. The panel felt that incomplete records can hinder assurance and transparency.

The panel expressed overall positive impressions of how vulnerable individuals, particularly those with mental health needs and under-18s, are appropriately managed within the custody environment to ensure their safeguarding. As highlighted in the previous annual report, the panel again observed that individuals were booked in promptly, with clear documentation of welfare checks. While the speed of booking in is a national requirement, the panel acknowledged that it may vary depending on the level of demand faced by the Force across Leicester, Leicestershire, and Rutland.

The ETP members sitting on the panel overall highlighted that the quality of custody records was very high. The panel observed that thorough due diligence was consistently applied to more complex cases, particularly where detainees had additional needs, such as medical or cultural considerations, which were appropriately acknowledged and accommodated.

The panel acknowledged that while missed observation intervals remain a concern, it is important to note that these instances represent only a small fraction of the total records reviewed. The panel commended the custody officers and sergeants, highlighting a clear positive: despite the pressures inherent in managing custody suites, pressures that custody leads have been transparent about with the ETP, staff consistently demonstrated a rigorous attention to detail in ensuring that detained persons received regular welfare checks. In cases where checks were missed, custody staff were, almost without exception, conducting them within a 1–2-minute window of the scheduled time.

The ETP noted that there were a couple of cases involving vulnerable individuals or detainees with additional needs where the involvement of a healthcare professional (HCP) was sought. However, the documentation surrounding this support was limited. While the ETP members clarified that they do not expect medical details to be included in custody records, they recommended that it would be good practice to improve the documentation of HCP involvement. Rather than simply noting the time of attendance, it was suggested that records should include the rationale for seeking healthcare support, the role of the HCP, and the duration of their engagement with the detainee. This would enhance transparency and support more effective scrutiny of the care provided to detainees.

Out of Court Resolution (OOCR) Panel

The term 'Out of Court Resolutions' (OOCR) refers to a range of options available to the police to use in certain cases as an alternative to a prosecution. By using these alternative resolutions correctly, the police can deal with less serious offences, and offenders with little or no previous offending history in a way that is both proportionate and rehabilitative. Additionally, the resolutions are designed to address the need make good any loss or harm sustained by the victim or community.

The purpose of the OOCR Panel is to ensure that the use of Out of Court Resolutions is appropriate and proportionate, consistent with national and local policy, and consider the victims' wishes where appropriate. The panel will make

recommendations and identify learning. Membership of the panel includes Magistrates, Police, CPS, and local services such as Turning Point and Victim First. Following the time pressures and OOCR changes mentioned in last year's annual report, the panel has updated its structure to help things run more smoothly and make workloads more manageable for the Force's Prevention Directorate. These challenges, driven by increased workload, reduced staffing, and budget limitations, prompted a new structure to be introduced in the last 12 months which would take the meetings from two per year in which 30 cases are reviewed in each, to four meetings per year in which 15 are reviewed each time, focusing on either adult or youth OOCRs. The panel were supportive of this change, and this was introduced in September 2025. The cases were still required to be 30% domestic incidents in line with national guidance. There is a national requirement for the PCC to facilitate regular scrutiny panels to review the Police use of OOCRs. The revised structure eases pressure on both the OOCR team and panel members, enabling more focused discussions and manageable workloads. While the agreed changes were originally intended to take effect from September, they were implemented earlier during the March meeting as only 15 cases were reviewed. At that time, 15 youth cases were reviewed, with 30% of these being domestic-related.

There are 4 categories used to code the handling of cases:

1. Appropriate and consistent with Police Policies and/or the CPS Code of Practice,
2. Appropriate with observations,
3. Inappropriate and inconsistent with Police Policies and/or CPS Code of Practice
4. Panel fails to reach a conclusion.

In the past 12 months, only one panel meeting has taken place, which was held virtually on 13th March 2025. Although a second meeting was scheduled for September, it had to be postponed due to the Chair's last-minute withdrawal and insufficient attendance. This meeting was rescheduled for November but again had to be cancelled due to insufficient attendance from external partners.

Youth:

1. Appropriate and consistent with Police policies and/or the CPS Code of Practice	5
2. Appropriate with observations	6
3. Inappropriate and inconsistent with Police policies and/or the CPS Code of Practice	4
4. Panel fails to reach a conclusion	0

Following the March meeting, which focused exclusively on OOCRs for youths, the panel concluded that 73% of the incidents were handled appropriately. However, observations were noted in several cases. These often highlighted missing rationale or a lack of consideration or documentation of broader support measures.

Additionally, it was observed that some reports lacked sufficient detail regarding interventions and outcomes. Despite these areas for improvement, the panel overall felt the cases were managed effectively.

In relation to the cases that were identified as inappropriate and inconsistent with Police policies and/or the CPS Code of Practice, the common issues included:

- Missed opportunities to engage children and families through educational or diversionary pathways.
- Preventative referrals and safeguarding actions not consistently considered or applied.
- Supervisory rationale often absent or unclear, affecting transparency and accountability.
- Insufficient exploration of underlying factors such as mental capacity or family dynamics.

The last annual report documented that there was more of a wrap-around care and support for youths, which includes greater service involvement as cases go to a panel specifically for youths which is multidisciplinary and focused on the needs of the child. This was highlighted again in the last 12 months however it was noted that there was a shift in how effective OOCRs were being used for children with the last review presenting more positive results. General themes documented that:

- Conditions were not appropriate/meaningful/enforceable, therefore more of a 'tick box' than constructive.
- A referral should have been made instead of an OOCR being issued to ensure wider assessment/support/intervention received by the involved youth.
- CPS involvement should have been sought as the OOCR was not addressing the offending history.
- A 'lack of curiosity' seen from officers to ensure child/young person's wellbeing. It was highlighted OOCRs should be a resource to also safeguard.

The panel raised concerns, particularly regarding the lack of intervention and exploration of underlying factors, especially in relation to the safeguarding of vulnerable individuals. The panel believes that training on referral opportunities, including safeguarding referrals, could be implemented to address this. The lead inspector remains aware that improvements are still needed in the Force's use of OOCRs, and the panel feels assured that he will continue to drive those improvements forward.

Where the panel found that cases were appropriate and consistent with Police Policies and/or the CPS Code of Practice, it was evident that officers had a clear understanding of the policy relating to OOCR. For example, inspector sign-off was often completed where required, nearly all offences were suitable for an OOCR to be issued, and referrals, where made, were effective, with multi-agency involvement proving productive.

The panel felt that officers were receptive of the panel's comments and in more than one case, shared their thoughts in relation to standards of practice. The newly introduced feedback monitoring system was recognised as effective and well-executed by the Force, demonstrating openness and transparency. Additionally, the panel highlighted the strength of the partnership between the OPCC, the Force, and both statutory and voluntary partners.

The panel noted that, compared to previous years, there has been steady progress in the assessment of OOCR incidents, which are increasingly found to be appropriate and consistent with Police Policies and the CPS Code of Practice. However, it is acknowledged that further improvements are still required.

Over the past year, the OOCR panel responsible for reviewing adult cases has faced challenges due to low attendance from partner agencies. This has led to the cancellation of key meetings, undermining the panel's ability to assess and scrutinise the use of OOCRs. These panels play a critical role in ensuring police accountability and providing assurance that complex decisions to administer OOCRs are appropriate and justified.

Hate Crime Scrutiny Sub Panel

The purpose of this sub panel is to scrutinise the way hate crimes are dealt with and ensure they are compliant nationally and locally to policies and procedures. The aim is to effect change by improving service and encouraging the sharing of national practice and improving victim experience.

The panel is the OPCC's only entirely voluntary panel and following a successful recruitment drive in April 2024, has 8 full time volunteers who attend 4 panels per year at FHQ. This panel is diverse in its representation and has several members with lived experience of hate crime. Additionally, an ETP member regularly attends and provides valuable feedback into the ETP process.

The Force's hate crime provides a randomly selected list of hate crime occurrence numbers in which the OPCC randomly select 3 cases of hate crimes for the panel to review each meeting. These cases are closed and redacted full. The panel will refer to scrutiny questions that relate to Force policy and procedure for hate crimes, and using these questions, determine whether the case was handled appropriately and consistently.

There are 4 categories used to code the handling of cases:

1. Appropriate and consistent with Police Policies,
2. Appropriate with observations,
3. Inappropriate and inconsistent with Police Policies,
4. Panel fails to reach a conclusion.

Three panels have been held so far in 2025 (January 2025, April 2025 and October 2025) and the results from these combined are as follows:

1 (Appropriate and consistent with Police policies)	2
2 (Appropriate but with observations)	1
3 (Inappropriate and inconsistent with Police policies)	2
4 (Panel fails to reach a conclusion)	0

During the April meeting, significant concerns were raised regarding a hate crime case and how it was handled by Leicestershire Police. The main issue highlighted was that the victim was repeatedly misgendered throughout the crime report. This was particularly concerning to the lead member of the Ethics and Transparency Panel, who also sits on the Hate Crime Scrutiny Panel and has a strong background in LGBTQ+ inclusion. Additionally, the panel raised broader concerns about legislation that guides policing based on general public views, which they felt was outdated and could lead to the dismissal of issues affecting the LGBTQ+ community.

Importantly, the panel recognised that the Hate Crime Team had already identified the issue before the meeting and took immediate action by providing officer feedback. Their transparency and proactive response were seen as a positive indication that the team took the matter seriously and understood the importance of learning from it.

During quarter two, the Hate Crime Scrutiny Panel encountered attendance challenges. The scheduled meeting was cancelled due to the panel not meeting the required quorum, and a subsequent attempt to reschedule the meeting was also unsuccessful for the same reason. These repeated issues have raised concerns about the volume of dip-sampling currently being undertaken. Panel members have expressed their support for the OPCC to introduce changes and recommendations aimed at improving the panel's effectiveness. This includes a review of the panel's Terms of Reference to amend the quorum requirements, enhance flexibility by enabling virtual and hybrid attendance, and appoint an additional member from the Ethics and Transparency Panel to strengthen scrutiny of hate crime cases.

During the most recent Hate Crime Scrutiny Panel (HCSP) meeting in October, two cases were reviewed. One was assessed as appropriate and consistent with police policies and procedures, while the other was deemed inappropriate. The ETP member identified that, although the HCSP is in its infancy and as a result only five cases have been looked at, the cases which relate to LGBTQ+ victims were not appropriate and consistent with police policies which was a concern.

During the most recent Hate Crime Scrutiny Panel (HCSP) meeting in October, two cases were reviewed. One was assessed as appropriate and consistent with police policies and procedures, while the other was deemed inappropriate. It was noted that, although the HCSP is still in its early stages and has only reviewed five cases to date, cases involving LGBTQ+ victims have consistently been assessed as not appropriate or not aligned with police policies and procedures.

The ETP member sitting on the HCSP has expressed the impressive manner that the meetings are carried out and this is consistently celebrated by the panel. It was identified that all individuals feel that the environment was open, supportive, and allowed for meaningful discussions, with the atmosphere is professional and yet honest and welcoming. It is the ETP's hope that this remains as the HCSP continues.

For the ETP there are two main areas of concern for consideration. Firstly, the feedback mechanism for Force staff, relating to the handling of hate crime cases, is inconsistent in terms of responses from Force staff. To date, it is more likely that the HCSP will be fed back Force staff responses when the HCSP members have been complimentary. Whereas there have been occasions, where Force staff have not responded to perhaps more negative feedback. Therefore, the HCSP do not know if it has been taken on board, or what will be done to ensure the situation is not repeated.

Recommendations

When considering the above summary, the Ethics and Transparency Panel makes the following recommendations to the Chief Constable and Police and Crime Commissioner:

- Continue to strengthen and expand partnerships with local community groups and leaders, recognising and celebrating the rich multicultural diversity of Leicestershire and Rutland. It is suggested the OPCC work with the panel to develop public-facing communications that highlight the panel's work, findings, and impact. This could include annual summaries or community briefings to build public trust and transparency.
- In light of the concerns raised through the HCSP, it is recommended that an audit be conducted focusing specifically on LGBTQ+ hate crimes. This will help determine whether the highlighted cases are isolated incidents or indicative of a broader pattern requiring further attention.
- Continue to work on the use of Out of Court Resolution, the appropriateness of when and how utilised. This was highlighted in the previous annual report. The Panel recommends exploring the feasibility of potentially creating a dedicated vulnerable adult panel in relation to OOCRs, similar to the existing youth-focused panel. This would address the identified gap in support for adults facing challenges related to mental health and wellbeing, which can contribute to offending behaviour. Unlike youth cases, the panel have highlighted that adult cases currently lack a multidisciplinary forum that provides wrap-around care and coordinated service involvement. A vulnerable adult panel would hopefully aim to provide early intervention and reduce the risk of offending linked to unmet mental health and wellbeing needs.
- Suggest the OPCC and the Force actively promote and ensure consistent participation from partner agencies in Out of Court Resolution (OOCR)

panels. Recent panels have experienced notable issues with attendance, which undermines the effectiveness. To maintain the integrity and impact of these panels, it is essential that all relevant partners are encouraged to prioritise attendance or appropriate delegation and contribute meaningfully to discussions and decision-making.

- The Force should continue to strengthen its Equality, Diversity and Inclusion (EDI) training, with a particular emphasis on supporting the LGBTQ+ community. It is recommended that it should include tailored content that promotes respectful language, greater awareness of identity, and inclusive approaches to crime reporting and victim support. To ensure the training is both relevant and impactful, it is recommended that individuals with lived experience are actively involved in its development and delivery, including the ETP members. Collaboration with external community organisations is also encouraged, to help ensure that practices reflect real-world experiences and respond to the evolving needs of LGBTQ+ individuals.

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



**LEICESTER, LEICESTERSHIRE AND RUTLAND POLICE AND
CRIME PANEL: 1 DECEMBER 2025**

**REPORT OF THE DIRECTOR OF LAW AND GOVERNANCE –
LEICESTERSHIRE COUNTY COUNCIL**

**ANNUAL REPORT ON COMPLAINTS AGAINST THE POLICE
AND CRIME COMMISSIONER**

Purpose of the Report

1. This report is intended to provide the Police and Crime Panel with an update on complaints relating to the Police and Crime Commissioner (PCC) over the last 12 months.

Policy Framework and Previous Decisions

2. At its meeting on 20 December 2012, the Panel delegated authority to the County Solicitor (now the Director of Law and Governance) to:
 - (a) act as the first point of contact for complaints.
 - (b) make decisions in consultation with the Chairman of the Panel as to whether -
 - a complaint has been made which requires resolution under the complaints procedure;
 - that complaint should be referred to the Independent Police Complaints Commission (IOPC);
 - the complaint should be subject to the informal resolution process.
 - (c) make arrangements for the process of informal resolution.
 - (d) in consultation with the Chairman and Vice Chairman, to resolve complaints informally or to arrange for a meeting of the Sub-Committee of the Panel to resolve complaints informally.

3. The Panel reviewed and updated the complaints procedure in October 2025 to confirm that the delegation for referring relevant complaints to the IOPC to the Director of Law and Governance

Background

4. The Police Reform and Social Responsibility Act 2011 and the Elected Local Policing Bodies (Complaints and Misconduct) Regulations 2012 set out certain responsibilities on the Police and Crime Panel to deal with complaints against the PCC and conduct matters.
5. The Regulations require the Panel:
 - a. to make suitable arrangements for receiving and recording complaints;
 - b. to undertake the initial sifting of complaints to determine whether they appear to have criminal elements which would require referral to the Independent Office for Police Conduct;
 - c. to informally resolve complaints that do not have a criminal element. Informal resolution is intended to represent a locally agreed process involving engagement with the complainant and the person complained against. It does not permit an investigation of the complaint, and the Panel is prohibited from taking any action intended to gather further information other than inviting comments from the complainant and PCC.

Complaints against the PCC and DPCC received in 2025

6. Since the last report was issued in December 2024 the complaints received are as follows:

Complaint	Issue	Outcome
01/25	Complaint about social media endorsements.	Resolved by informal resolution/advice provided.
05/25 06/25	Complaints about the former Deputy PCC and engagement in a video made by a member of the public.	Resolved by informal resolution.
10/25	Complaint about the former Deputy PCC's engagement with political.	Complainant failed to provide details to enable meaningful review.
11/25	This complaint is ongoing and it would not be appropriate to report on the issue at this stage.	Referral to a subcommittee of the Panel.

12/25	This complaint has only just been received and is still being considered.	To be confirmed.
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7. Complaints 02-04 /25, 07-09/25 and 13/25 were about operational policing issues and the complainants were directed to the Leicestershire Police complaints procedure and other relevant avenues for complaint, for example, the Information Commissioner's office.

Equality Implications

8. There are no equality implications arising in relation to the issues referred to in this report.

Human Rights Implications

9. There are no human rights implications arising in relation to the issues referred to in this report.

Officer to Contact:

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**LEICESTER, LEICESTERSHIRE AND RUTLAND POLICE AND
CRIME PANEL – 1 DECEMBER 2025**

**APPOINTMENT OF INDEPENDENT CO-OPTED MEMBERS OF THE
POLICE AND CRIME PANEL**

REPORT OF THE PANEL'S SECRETARIAT

Purpose of the Report

1. The purpose of this report is to outline the options for the recruitment of co-opted independent members of the Police and Crime Panel.

Background

2. Police and Crime Panels are required to appoint a minimum of two independent co-opted members as part of their membership. When the Leicestershire, Leicestershire and Rutland Police and Crime Panel was set up in 2012 it was agreed with the Home Office that the Panel would have a total of 15 members comprising of 13 elected members and 2 co-opted independent members. Should the Panel wish to amend its makeup in terms of the amount of elected and co-opted members permission would have to be gained from the Home Office.
3. In making co-options, the Police Reform and Social Responsibility Act 2011 requires that the Panel must ensure the overall Panel membership meets the balanced objective in skills, knowledge and experience necessary to discharge its functions effectively.
4. The Panel's first two co-opted independent members attended their first meeting on 30 January 2013 and served for the next four years.
5. In 2017 the Panel decided to hold a new recruitment process for independent members. The existing independent members decided not to reapply. Two new co-opted independent members were recruited, and they attended their first meeting on 31 January 2018.

Police and Crime Commissioner

6. On 13 November 2025, the Government announced its intention to abolish Police and Crime Commissioners in May 2028. It is not yet clear whether Police and Crime Panels will also be abolished but it is assumed that the Panel will continue until at least May 2028 and therefore two independent members will be required until that date as well.

Current co-opted independent members

7. In February 2022, following a recruitment exercise, the Panel's existing two co-opted independent members Parisha Chavda and Salma Manzoor were appointed. Their term of office comes to an end in February 2026.
8. Salma Manzoor has expressed that she does not wish to apply to extend her term of office. A recruitment process will therefore need to be undertaken to recruit a new co-optee to fill this vacancy.

Options

9. The Panel has two options with regard to the co-opted position currently held by Parisha Chavda:
 - i. Should she be happy to continue to serve, the Panel could elect to allow Parisha Chavda to continue to serve as one of the Panel's two co-opted members without carrying out a further recruitment process for that vacancy and extend her term of office for the next four years, subject to any abolition of Police and Crime Panels.
 - ii. The Panel could agree that a new recruitment process be carried out to recruit a co-optee to fill this position. The present co-optee Parisha Chavda could if she were minded to, re-apply to serve on the Panel as part of this process.

Process

10. Local Government Association guidance suggests that short-listing, interviewing and selection of the independent co-optees may be delegated to a selection panel or sub-committee of the Panel. It is proposed that the Panel considers appointing a subcommittee, of three members, at an early stage in order to enable their full engagement in the process.
11. The timescale for a recruitment process is set out below:

Recommended timescale	Activity required
1 December 2025	Panel agrees which of its members will serve on appointing sub-committee.
4 December 2025	Advertisement for applicants is published (one month advertising period).
4 January 2025	Deadline for applications.
W/C 5 January 2026	Shortlisting.
W/C 12 January 2026	Interviews.
W/C 19 January 2026	Induction and training.
4 February 2026	Appointee's first Panel meeting.

12. The secretariat at Leicestershire County Council would support the recruitment process.

Recommendations

13. The Police and Crime Panel is asked to:

- a. Consider whether it wishes to extend the term of office of Parish Chavda for the next four years without carrying out a further recruitment process for that vacancy, subject to any abolition of Police and Crime Panels, or whether it wishes to undertake a recruitment exercise for two new co-optee members.
- b. Appoint a subcommittee of three Police and Crime Panel members to shortlist and interview candidates.

Officer to Contact

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