



Meeting: **Leicester, Leicestershire and Rutland Police and Crime Panel**

Date/Time: **Tuesday, 23 June 2026 at 2.00 pm**

Location: **Sparkenhoe Committee Room, County Hall, Glenfield**

Contact: **Damien Buckley (Tel: 0116 305 0183)**

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Membership

Cllr. Liz Blackshaw	Cllr. Michael Mullaney
Parisha Chavda	Cllr. Joe Orson
Cllr. Elly Cutkelvin	Cllr. D. Singh Patel
Cllr. Mohammed Dawood	Cllr. Les. Phillimore
Mr. D. Harrison CC	Cllr. Rosemary Powell
Peter Jones	Cllr. Michael Rickman
Cllr. Kevin Loydall	Cllr. Andrew Woodman
Cllr. Ravi Mahesh	

**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

1. Election of Chairman.

The Chairman of the Panel will be elected from amongst the elected Members sitting on the Panel. All panel Members including Independent Members are entitled to vote but Independent Members will not be eligible to stand for Chairman.

2. Election of Vice-Chairman.

A Vice-Chairman will be elected from amongst the elected Members sitting on the Panel. All panel Members including Independent Members are entitled to vote but Independent Members will not be eligible to stand for Vice-Chairman.

Democratic Services ◦ Department of Public Health, Communities, Law and Governance

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3. Minutes of the meeting held on 4 February 2026. (Pages 5 - 12)
4. Minutes of the meeting held on 12 February 2026. (Pages 13 - 16)
5. Public Question Time.
6. To advise of any other items which the Chairman has decided to take as urgent elsewhere on the agenda.
7. Declarations of interest in respect of items on the agenda.
8. Review of Panel Membership. (Pages 17 - 22)
9. Complaints against the Police and Crime Commissioner. (Pages 23 - 26)
10. Police and Crime Commissioner's Update Report. (Pages 27 - 60)
11. Police and Crime Plan Delivery Update. (Pages 61 - 68)
12. Update on the how the Police and Crime Commissioner and Force are implementing the recommendations that were provided as part of the Police and Crime Panel Tasking group S106 funding review. (Pages 69 - 74)
13. Police Contact Demand. (Pages 75 - 80)
14. Office of the Police and Crime Commissioner Commissioned Services Report. (Pages 81 - 90)
15. Local Criminal Justice Board Update. (Pages 91 - 98)
16. Deputy Police and Crime Commissioner (Engagement and Lobbying) Update. (Pages 99 - 104)
17. Crime Prevention Activity. (Pages 105 - 112)
18. Date of next meeting.

The next meeting of the Panel is scheduled to take place on 29 September 2026.

19. 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 Wednesday, 4 February 2026.

PRESENT

Cllr. Les Phillimore (in the Chair)

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

In attendance

Rupert Matthews – Police and Crime Commissioner
 Oliver Bryan – Deputy Police and Crime Commissioner
 Claire Trewartha – Chief Executive, Office of the Police and Crime Commissioner
 Kira Knott – Chief Finance Officer, Office of the Police and Crime Commissioner
 Temporary Chief Constable David Sandall – Leicestershire Police

64. Minutes of the previous meeting.

The minutes of the meeting held on 1 December 2025 were taken as read, confirmed and signed.

65. Public Question Time.

There were no questions submitted.

66. Urgent Items.

There were no urgent items for consideration.

67. 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.

68. Appointment of an Independent Co-Opted Member.

The Panel considered a report of the Panel's Secretariat which provided details of the recruitment process which had taken place for an Independent Co-opted Member of the Leicester, Leicestershire and Rutland Police and Crime Panel. A copy of the report, marked 'Agenda Item 5', is filed with these minutes.

The Chairman outlined that the subcommittee which had undertaken interviews were pleased with the quality of all applicants, and that Mr Peter Jones would be a valuable Co-opted Independent member of the Panel.

RESOLVED:

That the recruitment process which had taken place for an Independent Co-opted Member of the Leicester, Leicestershire and Rutland Police and Crime Panel, and the appointment of Mr Peter Jones, be noted.

69. Review of LLR Police and Crime Panel Constitution.

The Panel considered a report of the Director of Law and Governance which sought approval to formally amend Part 4 of the Constitution, in order to provide clarity regarding the process for dealing with serious complaints and conduct matters relating to the PCC/DPCC, and to include detail regarding the authority which the Panel has delegated to the Director of Law and Governance at Leicestershire County Council with regards to complaints.

RESOLVED:

That Part 4 of the Constitution be amended as outlined within the report.

70. Police Precept Proposal and 2026/27 Budget.

The Police and Crime Panel considered a report of the Police and Crime Commissioner (PCC) concerning the Proposed Precept for 2026/27 and the Medium Term Financial Plan (MTFP). A copy of the report, marked 'Agenda Item 7', is filed with these minutes.

In introducing the budget and precept proposals the PCC outlined the process for setting the 2026/27 policing budget. He emphasised that he was not cutting the police budget, as he suggested had been reported elsewhere, but was increasing it by £13.5million. He explained the need to balance police funding requests with the financial pressures faced by local residents and suggested that a consultation undertaken by the Office of the Police and Crime Commissioner (OPCC) showed that 31% of the public did not want any increase in the precept. The PCC stated that throughout the budget setting process, he and the Temporary Chief Constable had not been in agreement with regards to the budget nor the precept proposal. He then outlined the detail of these discussions. The PCC stated that the proposed £11 precept increase, was responsible, fair, and proportionate. He maintained that he had followed all statutory requirements, had consulted appropriately, and had acted in the best interests of residents by avoiding tax burdens whilst still increasing police funding. He advised that a copy of his full statement would be published on the OPCC's website.

Arising from discussion, the following points were raised:

- (i) The Panel raised strong concern regarding the length of the statement provided by the PCC and that this had been provided at the meeting, rather than prior to the meeting. Concern was also raised regarding the detail included which related to disagreement between the PCC and the Temporary Chief Constable. The PCC stated that he believed his comments were relevant and reiterated that whilst disagreements between him and the Temporary Chief Constable were unusual, the detail had been provided in order to present the differing views on the precept and budget. The PCC stated he retained a professional relationship with the Temporary Chief Constable and believed disagreements were ultimately matters of judgement.

The Panel remained concerned regarding the content of the statement provided, in particular the points made in relation to the Temporary Chief Constable.

- (ii) The Panel were concerned about the cumulative long-term impact of setting the proposed £11 precept increase, and that not raising the precept to the maximum would have consequences for service delivery, including strain on call handling, safeguarding responsibilities, frontline visibility, and pressure on reserves. The PCC acknowledged these points but stated that budgetary growth had exceeded inflation in previous years and that savings could still be made without compromising public safety. The Panel remained concerned and warned that reduced funding risked undermining services which supported the public, in particular the most vulnerable.
- (iii) A member of the Panel stated that the PCC had previously made statements relating to central government funding, the adequacy of police equipment, and concerns about community safety, and suggested that his current position had contradicted these concerns. The PCC responded to say that he believed that central government funding formulas were flawed but stated that he believed that local taxpayers should not be required to compensate for national funding shortcomings.
- (iv) Concern was raised regarding the shift in police funding between 2017 and 2024, during which central government's contribution fell from 66% to 58%, placing a greater burden on local taxpayers. It was noted that in previous years, the PCC and the Panel had jointly written to the Government to advocate for fairer funding. The Force remained the seventh worst-funded police force nationally. A member of the Panel suggested that fairer national funding would remove the need for council tax increases. The PCC acknowledged the shift in funding proportions and stated that he believed that this strengthened his position that the public should not be asked to pay the maximum increase permitted by government each year. The Panel were concerned that the PCC had not used the opportunity in his statement to advocate for fairer funding.
- (v) Strong concerns were raised relating to community safety and the potential impact on frontline policing as a result of reduced funds. It was suggested that suggesting that the proposals could equate to the loss of significant numbers of posts and policing hours, and impact visible neighbourhood policing. The PCC stated his budget proposals had not outlined reductions in staff, would not risk public safety and that the Force budget would increase above inflation, though not by as much as the Temporary Chief Constable had requested. He emphasised that his duty was to balance service needs against taxpayer affordability. The Panel remained concerned that the PCC had shown insufficient regard for public safety and the views of councillors representing local communities.
- (vi) Concern was raised regarding forecast deficits, efficiency savings and the long-term sustainability of the force's finances. The PCC explained that updated collection fund figures had reduced the previously forecasted £1.2m gap to approximately £750k. The PCC suggested that requested savings were modest when compared with historic reductions which had been voluntarily delivered by previous Chief Constables. The Panel remained concerned that setting a £11 precept would have long-term cumulative impact on the Force's financial stability and on frontline services.

- (vii) A question was raised relating to the distinction between percentage changes applied to the OPCC's budget and those applied to the overall police force budget. The PCC confirmed that the PCC's 3% internal saving represented approximately £161,000 and could not be added to the 5.1% increase to the force budget, as the base figures differed significantly in scale.
- (viii) Concerns were also raised that the results of the public consultation had been interpreted selectively by the PCC. The PCC stated he had chosen an intermediate position which he considered to be balanced. With regards to how the survey had been undertaken, approximately 1,500 responses had been received, and demographic balancing had been undertaken. Of those surveyed, 31% opposed any increase, 38% supported the maximum permitted rise, 18% supported matching the increase from 2025/26, 4% supporting paying more to contribute to the costs of the pay award, and 9% supported paying more to contribute to the costs of inflation. The Panel remained concerned with the PCC's explanation regarding his interpretation of the outcome of the public consultation. A member of the Panel suggested that although 31% opposed an increase, the combined total of all options higher than the PCC's proposal amounted to 69%, and that this indicated greater public support for a larger rise than the PCC had proposed.
- (ix) With regards to concern that the PCC's position conflicted with the priorities in outlined within his Police and Crime Plan with regards to the sustainability of the Force, the PCC stated that financial sustainability did not require setting the maximum precept. He outlined that he sought to balance affordability for residents with operational needs. The Panel remained concerned that setting a £11 precept would impact the Force's sustainability and have an impact on the delivery of the Police and Crime Plan.
- (x) The Panel remained concerned that the PCC's position appeared to disadvantage the Force at a time when additional officers and resources were required. The Panel felt that public opinion with regards concerns for public safety were clear and remained concerned about the PCC's resistance to maximising funding. The Panel were in agreement that the PCC's position risked harming the Force's future in terms of financial sustainability, would put pressure on frontline services, and risked public safety.

At the invitation of the Chairman, the Temporary Chief Constable David Sandall delivered his operational assessment. He emphasised significant and rising demands on the force, including increases in 999 and 101 calls, arrests, missing persons, domestic incidents and safeguarding referrals. The Temporary Chief Constable recommended increasing the 2026-27 precept by £15 per annum for policing purposes for a Band D property. He stated that the difference between an £11 and £15 precept equated to approximately £1.4m annually. He warned that the medium-term financial plan showed a £9m deficit by 2027/28 and £16.4million within four years. He stated that lower precept levels would inevitably result in reductions in staffing and service levels, pressure on the contact centre, and a need to prioritise statutory functions over neighbourhood visibility. He stated that the Force was already among the lowest-funded forces and that he expected many other forces, in particular those within the region, to set the maximum precept.

Arising from discussion, the following points were raised:

- (i) With regards to concerns raised regarding the financial projections as a result of the proposed budget and precept for the forthcoming year, the Temporary Chief

Constable stated that the long-term impact of the decision would not secure the maintenance of the Force, would not ensure that the police force was efficient and effective, and would impact upon his ability to be able to deliver an effective and efficient service. He explained that further reductions of £1 million in staff budgets would intensify pressures. He stated that the Force had already initiated a target operating model review in order to address the required changes while attempting to protect public-facing services.

- (ii) A member of the Panel asked how the proposed £11 precept would affect neighbourhood policing and safeguarding, and key priorities such as protecting women and girls. The Temporary Chief Constable stated that whilst the force would seek to protect frontline neighbourhood services, the most immediate impact would fall on the contact centre, where an additional £1 million had recently been invested to improve call handling. He emphasised that any reduction in capacity risked slower response times and increased difficulty in meeting national targets. He added that pressures were also exacerbated by high levels of vulnerability-related demand, including work linked to safeguarding and hidden harm.
- (i) The Panel were concerned regarding the links between poverty, mental health, safeguarding workloads and crime. It was noted that the Police continued to respond to substantial non-crime related demand, particularly where other public services lacked capacity, including mental health incidents and domestic abuse-related safeguarding. The Temporary Chief Constable acknowledged these pressures and confirmed that the volume of vulnerable children requiring intervention was a significant and growing concern.
- (ii) A question was raised regarding whether the PCC or the OPCC had issued any direction on where savings should fall in order to compensate for a funding shortfall. The Temporary Chief Constable advised that no specific instructions had been given, and that operational leaders would develop proposals for consideration. He noted that statutory functions could take precedence where the lower precept restricted the ability to fund wider priorities.
- (iii) Concern was raised that no detailed business cases or accountability mechanisms had yet been presented for how a £3.7 million prevention reserve held by the OPCC, would be used. The Temporary Chief Constable confirmed that he had not been consulted on specific proposals. Members of the Panel requested that the use of this reserve be subject to appropriate scrutiny and accountability through existing joint governance arrangements, such as an existing prevention fund held jointly by the OPCC and the Police.
- (iv) The Panel were concerned about historic reductions in policing capacity since 2010 and emphasised that although the Force had now reached the statutory establishment of 2,242 officers, this did not match pre-austerity levels of total policing resources when police staff and PCSOs were considered. The Temporary Chief Constable stated that demand had grown significantly since that period, including in areas of vulnerability, which had made service delivery increasingly difficult within the current budget.
- (v) In response to a question asked, it was noted that the statutory role of the Section 151 Officer of the OPCC was to outline the financial risks of the proposals rather than to approve the budget itself. The Section 151 Officer of the OPCC outlined that not maximising the precept increased financial risk across the medium-term plan,

created a greater reliance on savings, and necessitated additional use of reserves. It was noted that whilst the 2026/27 budget could be balanced, the outlook beyond this period remained highly challenging under any precept scenario. The medium-term financial plan carried a “very high” risk rating, as it had in previous years, due to the scale of uncertainty and future deficits.

RESOLVED:

Police and Crime Commissioner’s Proposed Policing Precept for [2026/27] Motion (statutory veto under Schedule 5 PRSRA 2011 and the 2012 Regulations).

That this Panel, having reviewed the Police and Crime Commissioner’s proposed policing precept for the financial year [2026/27], RESOLVES to VETO the proposal on the grounds that the proposed precept is *too low*.

In making this decision, the Panel noted its statutory duty to issue a report on the proposed precept and that a veto requires the support of at least two-thirds of the Panel’s total membership. The Panel further notes that, following a veto because the precept is too low, the Commissioner must submit a revised precept that is higher than the proposal considered today, within the statutory timescales.

Reasons:

- The proposed level would not provide sufficient, sustainable resources to maintain and improve core services (including neighbourhood policing, call handling and safeguarding demand) in line with public expectations and the Police & Crime Plan.
- The proposal would require disproportionate in-year use of reserves and/or service reductions, risking degradation in service quality and public confidence.
- Demand pressures are rising (e.g., 999/101 calls, missing persons, domestic incidents and safeguarding referrals) and are forecast to continue; a higher precept is necessary to ensure operational resilience and value for money across the Medium-Term Financial Plan (MTFP).
- The Temporary Chief Constable advised that the gap between an £11 and £15 Band D increase is approximately £1.4m annually, with the MTFP showing a deficit of £9m by 2027/28 and £16.4m within four years; lower precept levels would likely reduce staffing and service levels, pressure the contact centre, and reduce neighbourhood visibility.
- The Section 151 Officer highlighted that not maximising the precept increases medium-term risk, raises reliance on savings and reserves, and that while 2026/27 can be balanced, the outlook remains very high risk due to uncertainty and future deficits; a higher precept would mitigate (not remove) these risks.

Recorded vote:

In accordance with statute, a recorded vote was taken. 12 members (being at least two-thirds of the Panel’s membership) voted unanimously FOR the veto; none against. The motion was CARRIED and the proposed precept is vetoed.

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 October 2025 to December 2025 (Quarter 3 2025/26). A copy of the report, marked 'Agenda Item 8', is filed with these minutes.

In introducing the report, the PCC stated that misleading and untrue statements had been made about him within the press and on social media, with regards to the police precept proposal and budget. A member of the Panel suggested that it was inappropriate for the PCC to suggest this and made reference to the way in which the PCC's utilised social media. The Chief Constable then placed on record that he had not utilised social media in relation to the police precept proposal and budget prior to attending the meeting.

- (i) In response to a question asked, the PCC stated that he did not attend meetings of the Local Criminal Justice Board (LCJB), however he did review the associated paperwork and also raised questions and concerns. It was noted that the LCJB was chaired by the Temporary Deputy Chief Constable. The PCC had intended for a Deputy Police and Crime Commissioner, with responsibility for the criminal justice portfolio, would chair the Board. However, the appointment of such a DPCC, as supported by the Panel at a meeting on 30 October 2025, had not taken place as intended. The PCC stated that he would continue to update the Panel in relation to this arrangement.
- (ii) A member of the Panel suggested that the PCC should consider the appointment of an additional DPCC against financial constraints within the budget. The Chairman suggested that it would be useful for the PCC to provide an update regarding his plans in relation to the appointment of a Deputy Police and Crime Commissioner with responsibility for the criminal justice portfolio, at a future meeting.
- (iii) Concern was raised regarding domestic abuse and rape case data, and a question was asked as to whether the risk level associated with these crimes could increase as a result in cuts within budgets. The PCC emphasised that he had not proposed any cuts to budgets and provided assurances that work undertaken regarding domestic abuse and rape would continue.

RESOLVED:

- (a) That the contents of the Police and Crime Commissioner's update be noted.
- (b) That the PCC be requested to provide an update regarding his plans relating to the appointment of a Deputy Police and Crime Commissioner with responsibility for the criminal justice portfolio, at a future meeting.

72. Joint Audit, Risk and Assurance Panel (JARAP) Annual Report.

The Panel considered a report of the Police and Crime Commissioner which outlined how he was fulfilling his duty by holding the Chief Constable to account by utilising the independent Joint Audit and Risk Assurance Panel. A copy of the report, marked 'Agenda Item 9', is filed with these minutes.

RESOLVED:

That the report outlining the annual report of the Joint Audit and Risk Assurance Panel, be noted.

73. Date of next meeting.

RESOLVED:

It was noted that a special meeting of the Police and Crime Panel would take place on 12 February at 14:00.

The next meeting of the Police and Crime Panel would be held on 21 April 2026 at 14:00.

2.00 - 4.33 pm
04 February 2026

CHAIRMAN

Minutes of a meeting of the Leicester, Leicestershire and Rutland Police and Crime Panel held at County Hall, Glenfield on Thursday, 12 February 2026.

PRESENT

Cllr. Les Phillimore (in the Chair)

Cllr. Liz Blackshaw	Mr. D. Harrison CC
Cllr Sharon Butcher	Cllr. Kevin Loydall
Parisha Chavda	Cllr. Michael Mullaney
Cllr. Elly Cutkelvin	Miss G. Waller
Cllr. Bhupen Dave	Cllr. Darren Woodiwiss
Cllr. Mohammed Dawood	Cllr. Andrew Woodman

In attendance

Oliver Bryan – Deputy Police and Crime Commissioner
 Claire Trewartha – Chief Executive, Office of the Police and Crime Commissioner
 Kira Knott – Chief Finance Officer, Office of the Police and Crime Commissioner
 Temporary Chief Constable David Sandall – Leicestershire Police

74. Chairman's Announcement.

The Chairman advised the Panel that the Police and Crime Commissioner was not present at the meeting, for personal reasons, and would be represented by his Deputy Police and Crime Commissioner (Engagement and Lobbying), Mr Oliver Bryan.

75. Declarations of interest in respect of items on the agenda.

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.

76. Policing Precept Proposal.

The Panel considered a report of the Police and Crime Commissioner (PCC) which outlined the PCC's revised precept for the 2026/27. A copy of the report, marked 'Agenda Item 2', is filed with these minutes.

The Chairman outlined that, at the Police and Crime Panel meeting held on 4 February 2026, the PCC had presented a proposed increase to the 2026/27 precept by £11 for a Band D property. After reviewing the proposal, the Panel had resolved to veto the PCC's proposed precept on the grounds that it had been too low. The PCC had been issued with the relevant statutory notice, setting out the veto and the reasons for it. Consequently, under Regulation 5(3)(b), the PCC had been required to submit a revised precept higher than the proposal originally considered. In a report published on 10 February 2026, the PCC, having considered the Panel's veto report, had proposed to issue a revised council tax precept of £15 for the 2026/27 financial year for a Band D property. The Panel had the opportunity to make comments and recommendations on the revised precept, although it no longer had the power to veto it. Any comments or recommendations agreed by the Panel would be provided to the PCC in writing as soon

as possible before 22 February, the statutory deadline. The PCC would be required to have regard to the Panel's report, issue a response, and publish that response. The PCC could then issue the revised precept by 1 March, or a different precept subject to the constraints of Regulation 8(3).

At the invitation of the Chairman, the Deputy Police and Crime Commissioner (Engagement and Lobbying) outlined that the PCC had considered the concerns and comments raised by the Panel at the meeting on 4 February 2026. The change in precept from £11 to £15 reflected the concerns raised by the Panel and would remove the remaining deficit within the policing budget for 2026/27.

Arising from discussion, the following points were raised:

- (i) The Panel were pleased with the revised precept proposal and for the PCC's acknowledgment of the Panel's concerns. Several members of the Panel reiterated that the original precept had been too low and would have resulted in an underfunded police service at a time of increasing demand. Members of the Panel welcomed that the PCC had reconsidered his position and had recognised the importance of adequate police funding for the sustainability of neighbourhood policing and the long-term financial stability of the Force. It was emphasised that the Force continued to be amongst the lowest funded police force areas in the country, and that continued lobbying of central government for a fairer funding formula would be essential.
- (ii) With regards to the Government's proposals regarding the abolition of Police and Crime Commissioners by the end of their current term in May 2028, the Panel expressed concern regarding the status, and permitted uses of, reserves held by Office of the Police and Crime Commissioner (OPCC) should PCC functions be transferred to alternative governance arrangements. A member of the Panel asked whether unspent funds could be directed to frontline policing, including neighbourhood and prevention activity, prior to any structural change taking effect, or whether central government might reclaim or restrict the use of remaining funds following a structural transition. The DPCC advised that no clarity on this matter had yet been provided by government.
- (iii) The Chairman raised concerns regarding the PCC's claim relating to the results of a public consultation on the precept. The PCC's report outlined that he requested for a weighted average to be calculated across all respondents based on the number of respondents for each rate of increase from 0p to the maximum. The calculation showed a weighted average response of an uplift to a precept of £9.90. The Chairman emphasised that 56% of respondents had supported £14 or more, and requested that the PCC provide information relating to the calculation, in order to ensure accuracy. It was agreed that this information would be provided to the Panel in writing.

At the invitation of the Chairman, the Temporary Chief Constable thanked the Panel for their scrutiny and support with regards to the budget and precept proposal. He emphasised that despite the positive impact of the £15 settlement, the Force would still face a challenging financial environment, including £3.5m in reductions across police staff and officer roles. He highlighted increasing demand linked to serious violence, public order events, and complex safeguarding work. He reassured the Panel that investments in the contact centre and safeguarding were being protected wherever possible and that modelling had been undertaken to minimise the impact on frontline services.

Arising from discussion, the following points were raised:

- (i) A member of the Panel asked whether partnership funding for community safety and youth justice would remain stable following the precept change. The Temporary Chief Constable stated that funding stability was essential and would continue to be reviewed in order to minimise risks to service delivery.
- (ii) The Panel raised concerns that upcoming savings could impact call handling, safeguarding or neighbourhood visibility. The Temporary Chief Constable provided assurances that the Force had invested an additional £1m in the control room and that this would remain for the coming year. Safeguarding functions would continue to be prioritised, and reductions were being targeted away from areas of high public impact, though some service impact would be inevitable.
- (iii) It was noted that the Force faced metropolitan police force type challenges, in addition to normal policing demands. These challenges presented due to the unique characteristics of the City and County, including significant deprivation, major football clubs, three universities, and a highly diverse population. All of which created pressures not experienced in many other force areas. In addition to this, the Force had responded to the continued occurrence of serious violence, despite efforts to keep murder and serious incident levels low. Escalating protest activity also required substantial operational resources, diverting officers from local neighbourhood duties in order to ensure lawful and safe management of demonstrations. A member of the Panel placed on record that there had been a significant reduction in crime within the City.
- (iv) With regards to the PCC's proposed Prevention Fund, members of the Panel emphasised the need for transparency, evaluation and future clarity on how such funds would be utilised. The PCC had outlined his intention to create a Crime Prevention Fund which could be utilised on activities which supported the delivery of the Police and Crime Plan for the remainder of the PCC's term in office. The PCC intended to transfer £1.2m from the Commissioning reserve and £2.5m from the Budget Equalisation reserve to the Crime Prevention fund to commission crime prevention activity. The Panel emphasised that the money should be utilised locally, in partnership with public sector bodies, and not diverted to short-term or non-local initiatives. It was suggested that the PCC should reconsider the proposed Crime Prevention Fund, with a view to directing £1.2m from the Commissioning reserve and £2.5m from the Budget Equalisation reserve towards policing and established prevention partnerships.

It was moved by Cllr. E. Cutkelvin and seconded by Parisha Chavda:

"That the PCC reconsider the proposed Crime Prevention Fund, with a view to directing £1.2m from the Commissioning reserve and £2.5m from the Budget Equalisation reserve towards policing and established prevention partnerships".

The motion was put and carried, 13 members voting for, and none against.

RESOLVED:

- (a) That the information presented in the report, be noted;

- (b) That the revised precept of £15 for the 2026/27 financial year for a Band D property, be supported;
- (c) That the future risks, challenges, uncertainties, and opportunities included in the precept proposal together with the financial and operational considerations identified be noted;
- (d) That the PCC be requested to provide information relating to the weighted average calculated for public preference regarding the precept;
- (e) That the PCC be requested to reconsider the proposed Crime Prevention Fund, with a view to directing £1.2m from the Commissioning reserve and £2.5m from the Budget Equalisation reserve towards policing and established prevention partnerships.

The motion was carried unanimously.

77. Date of next meeting.

RESOLVED:

It was noted that the next meeting of the Commission would be held on 21 April at 14:00.

2.00 - 2.54 pm
12 February 2026

CHAIRMAN

**LEICESTER, LEICESTERSHIRE AND RUTLAND POLICE AND
CRIME PANEL – 9 JUNE 2026**

REVIEW OF PANEL MEMBERSHIP

**REPORT OF THE CHIEF LEGAL OFFICER AND MONITORING
OFFICER, LEICESTERSHIRE COUNTY COUNCIL**

Purpose of Report

1. The purpose of this report is to consider the Panel's membership and any changes required to meet the balanced appointment objective as required by legislation.

Background and Current Arrangements

2. The Panel needs to review its membership at its Annual General Meeting and/or following elections which may have affected the Panel's political balance.

Legal Position

3. The Police and Crime Panel is a joint committee of the relevant Local Authorities. The statutory requirement is for a Police and Crime Panel of 10 Councillors and 2 Independent Members. The ten Councillors must include one from each local authority in the area.¹ The Panel may not exceed 20 members in all. When the Panel was established in 2012 the decision was taken to establish a Panel of 15 Members made up as follows:

- 8 Members representing the County Area (7 nominated by the districts and 1 by the County)
- 4 City Members
- 1 Rutland Member
- 2 Independent Co-opted Members.

This was to ensure that 'all parts of the relevant police area were appropriately represented hence the decision to allow 4 City representatives to reflect the fact it accounts for nearly 1/3rd of the population served by the Police. The Police and Crime Panel size was agreed with the Home Office and any change will require approval by the relevant Minister.

4. In making the appointments to the panel there is a requirement to '*secure that (as far as is reasonably practicable) the balanced objective is met*²'. This

¹ Sched 6 Police Reform and Social Responsibility Act 2011

² Sched 6 para 31.

means that local authority members of the Police and Crime Panel (when taken together) must -

- (a) represent all parts of the relevant police area.
 - (b) represent the political make-up of -
 - (i) the relevant local authority, or
 - (ii) the relevant local authorities (when taken together);
 - (c) have the skills, knowledge and experience necessary for the police and crime panel to discharge its functions effectively.
5. The most recent Home Office guidance³ issued in 2023 simply reflects the above stating: *'When appointing panel members, local authorities must consider, as far as is practicable, the balanced appointment objective laid out in the 2011 Act. This includes the make-up of the local areas, including the political make-up, and the required skills, knowledge and experience for the panel to function effectively. With the Home Secretary's consent, panels are able to co-opt further members, both elected and independent, up to a maximum panel size of 20.'*

Applications to co-opt additional panel members can be made for either of two reasons.

1. *Co-opting additional independent members (more than two) – this may be to ensure the panel meets the balanced appointment objective, so that it has the necessary skills, knowledge and experience.*
2. *Co-opting additional elected members – as well as the above, additional elected members may be requested to ensure the panel represents all parts of the relevant police area and the political make-up of the relevant local authorities'.*

It should be noted that the co-option is subject to Home Office ministerial approval.

6. There is no guidance on the qualification about practicability referred to above but generally this would be considered by assessing the balance between the difficulty/effort in achieving the outcome (the balanced objective) vs the difficulty (usually cost but that is not relevant in this case) of achieving the outcome. Broadly it will mean that the County Council as host should, working with the other local authority members, do all that it can to achieve the balanced objective but it is accepted that this may not always be possible i.e. there may be a good reason which prevents this being achieved in some cases.
7. The importance of the issue, and the balanced objective requirement reflecting the democratic process and electoral mandate, means that the effort required to achieve the outcome would be expected to be significant. Inconvenience

³ <https://www.gov.uk/government/publications/police-and-crime-panels/police-fire-and-crime-panels-guidance#panel-arrangements>

caused because allocations have already been made by the relevant local authorities (by convention appointing Community Safety Partnership Chairs) would be unlikely to be regarded as sufficient to meet the test – especially when there are a number of options (including changing the composition of the Panel by co-option etc) which have not yet been explored.

Current Political Balance

8. The political balance and allocation for the municipal year 2026/27 is as follows:

	Cons	Labour	Lib Dem	Green	Ind	Reform	Restore Britain	One Leic
	4.40	2.88	2.94	0.61	1.22	0.88	0.03	0.03
Allocation	4	3	3	1	1	1	0	0

9. There have been complexities in achieving political balance for a number of years, and the composition of the Panel has not aligned precisely with the mathematical requirements for political balance. In 2024, officers sought advice from the Home Office regarding the political balance of the Panel and received the following response:

‘As you will be aware, Schedule 6, Paragraph 31 of the Police Reform and Social Responsibility Act 2011 (2011 Act) stipulates that each local authority maintaining the Panel “must secure that (as far as is reasonably practicable) the balanced appointment objective is met”, and part of that objective is that Panels “represent the political makeup of the relevant local authorities”.

The Home Office cannot provide local authorities with legal advice as to whether or not they have already taken “reasonably practicable” steps to achieve the objective or suggest any further approaches that might be possible. They would need to take their own local legal advice on what options are available based on the requirements set out in the 2011 Act, as well as whether the “reasonably practicable” duty has been met. It may be relevant to consider any actions taken to try to achieve the objective – for example, nominating members and making reasonable enquiries, and whether any obstacles reasonably prevented the objective being met.’

10. Following the annual meetings of appointing Councils, the membership of the Police and Crime Panel for 2026/27 again does not reflect the requirements for precise political balance. The Panel currently proposed comprises 6 Conservative members, 3 Labour members, 2 Liberal Democrat members, 1 Reform member, 1 Independent member i.e., 2 additional Conservative members and no Green appointee and 2 Liberal Democrats instead of 3.
11. Most appointing Councils have followed the convention of appointing the Community Safety Portfolio Holder/Community Safety Partnership Chair to the Panel, reflecting the requirement for members to have the necessary skills, knowledge and experience, but not the requirement for the Panel to be politically balanced.

Members (Local Authority)

<u>Conservative</u> Cllr Phillimore Cllr Rickman Cllr Orson Cllr Woodman Cllr Singh Patel Cllr Mahesh	Blaby District Council Harborough District Council Melton Borough Council North West Leicestershire District Council Leicester City Council Leicester City Council
<u>Labour</u> Cllr Blackshaw Cllr Cutkelvin Cllr Dawood	Charnwood Borough Council Leicester City Council Leicester City Council
<u>Liberal Democrat</u> Cllr Mullaney Cllr Loydall	Hinckley and Bosworth Borough Council Oadby and Wigston Borough Council
<u>Reform</u> Mr Dan Harrison	Leicestershire County Council
<u>Independent</u> Cllr Powell	Rutland Council

Members (Independent)

12. Following a recruitment process completed in February 2026, the term of office of one of the existing Independent Co-opted Members had their term of office extended and one new Independent Co-opted Members was appointed. Their term of office will end on 3 February 2030, or upon the abolition of Police and Crime Panels. At this point, therefore, no further changes are required to the Independent Co-opted membership. A report will be presented to a future meeting of the Panel to begin the process for considering any reappointments/recruitment as necessary.

Parisha Chavda
Peter Jones

Next Steps

13. Officers are exploring with relevant appointing councils whether they would consider changing their representative to enable political balance to be achieved.
14. An option which has not yet been explored is to increase the size of the Panel by co-opting further elected members. This would require the Panel to make a resolution under paragraph 4 (4) or 13(4) of the Schedule 6 to *notify the Secretary of State of its reasons for deciding that the resolution would enable the balanced appointment objective to be, or would contribute to that objective being, met or more effectively met.* All members of the Panel would need to agree to a particular co-option.
15. Once the membership is agreed, Schedule 1 of the Constitution will need amending to reflect the current membership.

Recommendations

16. The Panel is asked to:
 - (a) Consider whether they feel that the Panel meets the balanced objective, as far as reasonably practicable, or whether there are further steps that should be taken.
 - (b) Agree that Schedule 1 of the Constitution should be amended to reflect the current membership.

Background Papers and Published Documents

- (i) The Police Reform and Social Responsibility Act 2011:
<https://www.legislation.gov.uk/ukpga/2011/13/contents>
- (ii) Leicester, Leicestershire and Rutland Police and Crime Panel Arrangements
<https://www.leicestershire.gov.uk/about-the-council/how-the-council-works/other-bodies/leicester-leicestershire-and-rutland-police-and-crime-panel/the-police-and-crime-panel>
- (iii) Report of the Director of Law and Governance on Review of Panel Membership considered by the Police and Crime Panel on 9 June 2025 -
<https://democracy.leics.gov.uk/documents/b21903/Review%20of%20Panel%20Membership.%20Monday%2009-Jun-2025%2014.00%20Leicester%20Leicestershire%20and%20Rutland%20Police.pdf?T=9>

Officer to Contact:

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Leicestershire County Council
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**LEICESTER, LEICESTERSHIRE AND RUTLAND POLICE AND
CRIME PANEL: 23 JUNE 2026**

**REPORT OF THE CHIEF LEGAL OFFICER & MONITORING
OFFICER – LEICESTERSHIRE COUNTY COUNCIL**

**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 and related correspondence received or being processed since 1st December 2025.

Policy Framework and Previous Decisions

2. At its meeting on 20 December 2012, the Panel delegated authority to the County Solicitor (which became 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 the delegation for referring relevant complaints to the IOPC to the Director of Law and Governance (now the Chief Legal Officer & Monitoring Officer).

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 Police and Crime Commissioner (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 or DPCCs received since 1 December 2025

6. Since the last report was issued in November 2025 the complaints received/being processed are as follows:

Complaint	Issue	Outcome
11/25	Complaint about an unsolicited email sent by the PCC to a serving police officer concerning a horse photograph for a future election leaflet.	Considered by the Complaints Sub-Committee on 21 January 2026 and resolved by informal resolution. The PCC was asked to express regret for the offence caused and reminded to maintain appropriate professional boundaries with serving police officers.
12/25	Complaint that remarks made by the PCC in a video created a misleading impression that a county councillor had contacted	Considered by the Complaints Sub-Committee on 21 January 2026 and resolved by informal resolution. The complainant was provided with an

	him about flag flying, allegedly bringing her reputation into disrepute.	explanatory note reflecting the PCC's clarification, and the PCC was advised to ensure future public remarks about third-party contacts are accurate and verifiable.
13/25	Correspondence raising concerns about the handling of police complaints and criminal justice matters, including alleged privacy breaches and data issues.	The complainant was advised that the matters appeared to relate to operational policing and the criminal justice system rather than the PCC complaints remit, and that any data protection concerns could be referred to the Information Commissioner.
01/26	Complaint raising a number of concerns about the conduct of the PCC, some of which fall potentially within the scope of the Panel's complaints procedure and some of which overlap with matters outside the Panel's remit.	The Monitoring Officer carried out an initial assessment. The elements falling within the Panel's remit are to be progressed through the informal resolution process in accordance with the complaints procedure. Consideration by a Complaints Sub-Committee is to be arranged.
02/26	Complaint raising concerns about the conduct of a senior officer within the Office of the Police and Crime Commissioner and the appropriate route by which those concerns should be handled.	The Monitoring Officer advised that the complaint falls to be handled through the OPCC staff complaints arrangements, with appropriate safeguards to secure impartiality in view of the circumstances.
03/26	Complaint concerning the alleged improper use of the Neighbourhood Link resource by the PCC. The complainant asked that the matter be treated as general correspondence for scrutiny by the Panel.	To be presented alongside the complaints report at the Panel meeting on 23 June 2026 as general correspondence for scrutiny.
04/26	Complaint concerning the alleged improper use of the Neighbourhood Link resource by the PCC.	To be presented alongside the complaints report at the Panel meeting on 23 June 2026 as general correspondence for scrutiny.
05/26	Complaint concerning online material used by the PCC which was referred to the IOPC to consider	The IOPC returned the matter to the Police and Crime Panel to be dealt with as appropriate under Part 4 of the Elected

	whether it disclosed any criminal element.	Local Policing Bodies (Complaints and Misconduct) Regulations 2012, having concluded there was no indication of criminal conduct. Complaint to be considered at a Complaints Sub-Committee, to be arranged.
06/26	Complaint concerning the PCC's council tax leaflet and the complainant's concern that questions raised with the OPCC had not been responded to promptly and adequately.	To be presented alongside the complaints report at the Panel meeting on 23 June 2026 as general correspondence for scrutiny.

Equality Implications

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

Human Rights Implications

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

Officer to Contact:

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Police and Crime Panel for Leicester, Leicestershire and Rutland

21st April 2026

Commissioner's Update Report (Q4)

Report Date	21 st April 2026
Report Author	Lizzie Starr, Director of Governance and Performance
Security Classification	Official

Purpose of Report

1. In his role as the Police and Crime Commissioner (PCC) the Commissioner is required to establish a Police and Crime Plan and deliver such a plan and bring together community safety and criminal justice partners to make sure local priorities are joined up.
2. The PCC brings this report to outline for the Police and Crime Panel how he is fulfilling his duty through his work or the work of his Deputy and office throughout January 2026 - March 2026 (Quarter 4 2025/26)

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 satisfied with the work update provided by the PCC?
 - b. Would the panel like to highlight anything specific to the PCC in relation to any of the work outlined within the report?

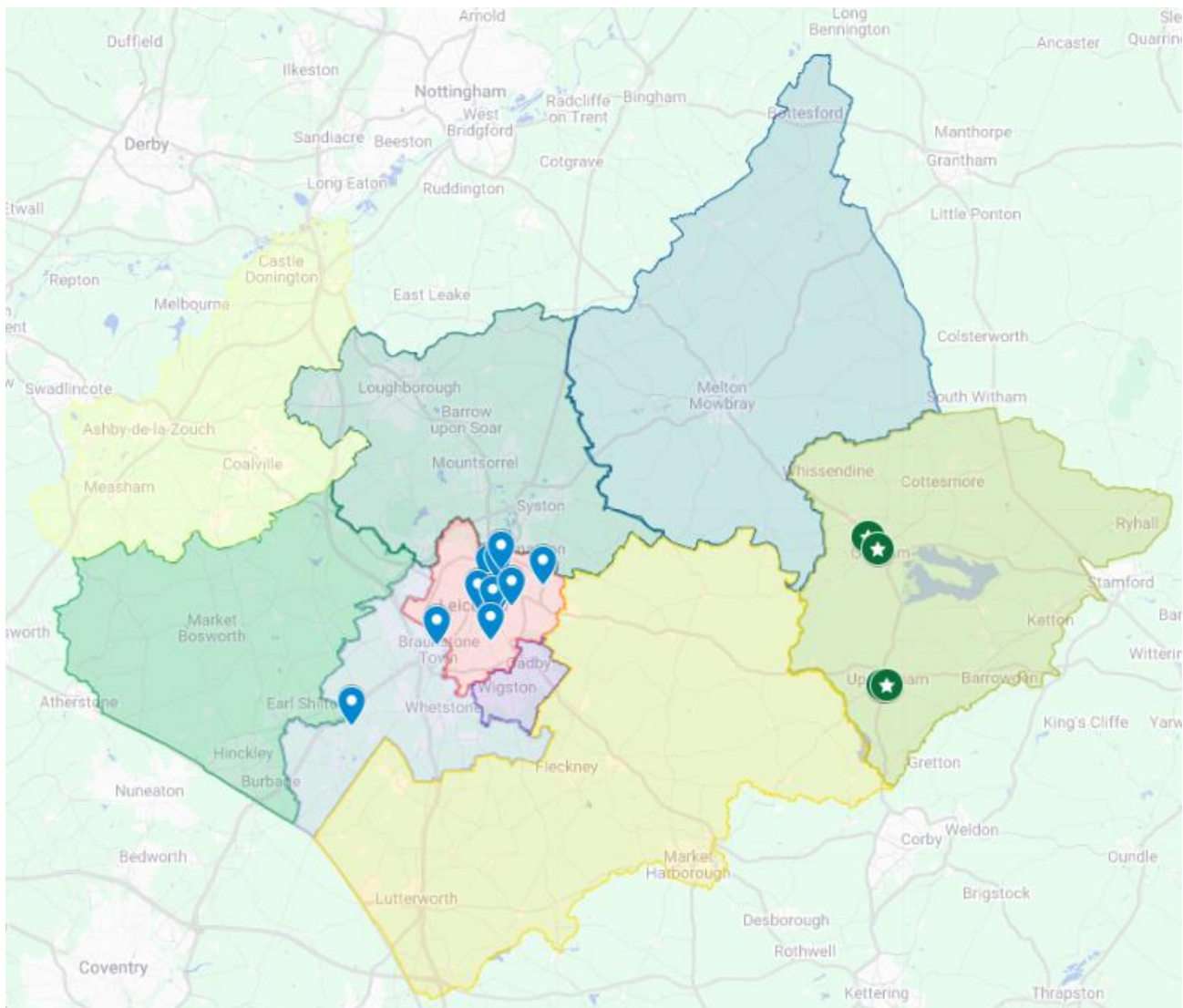
Summary

4. The PCC believes that significant and demonstrable progress is being made across a number of key workstreams within the office. Notable achievements include the successful implementation of the Force and OPCC round table, which has strengthened the accountability and relationship between the Commissioner and the Chief Constable.
5. The PCC maintains robust and proactive oversight of all workstreams through structured weekly meetings with the CEO, bi-monthly briefings with the Senior Management Team and additional targeted briefings as issues arise. This governance framework ensures that the PCC is not merely reactive but is actively driving performance, scrutinising outcomes and holding the Force to account on behalf of the people of Leicester, Leicestershire and Rutland.

Section 1 - Community consultation and engagement (PCC)

6. The Police Reform and Social Responsibility Act 2011 (PRSRA) places a statutory duty on the Police and Crime Commissioner to regularly engage and consult with the public. This has been a key priority for the Commissioner, and to that end he has created dedicated 'Community Days', enabling him listening to the views of local people.
7. This report covers engagement activity from 1st January 2026 – 31st March 2026

8. The Commissioner undertook a total of 17 engagements in this time period.
9. Due to PCC commitments to the 2026-27 budget setting process and personal circumstances, the number of engagements is lower than previous quarters. This has been countered with a marked increase in OPCC team engagements with funded projects and across our communities.
10. The engagements of the Commissioner are categorised as 'community day engagements' and 'other engagements' classed as any engagement outside of a community day.
11. This is shown visually on the map below. The Community Day engagements are shown as stars and the other engagements are shown as pin drops:



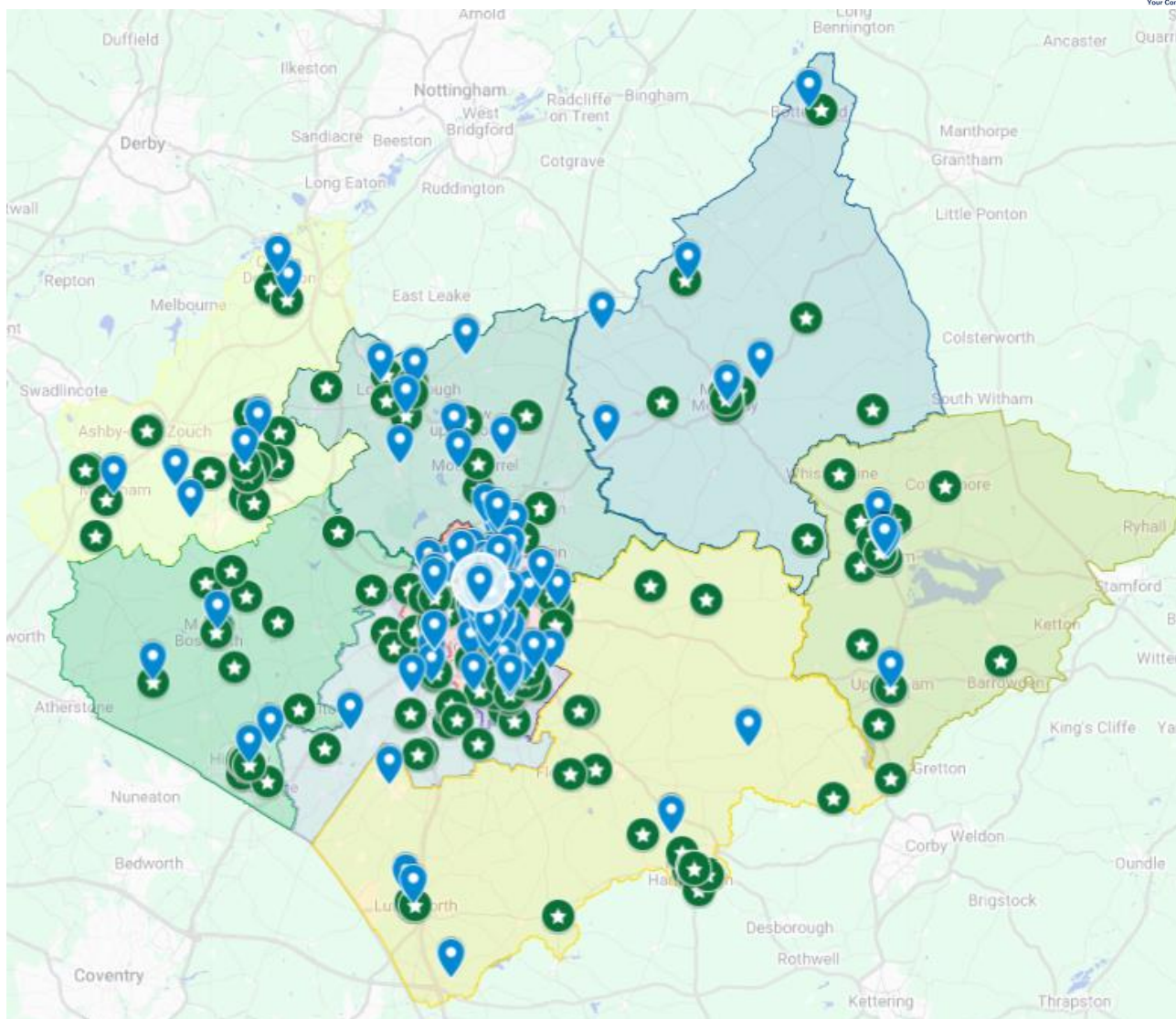
12. The engagements are cumulatively tracked on a monthly basis by the OPCC team to ensure the Commissioner is undertaking various engagements across the city

and two counties and engaging with a variety of different communities and demographics across the course of a year.

13. The total engagements since the start of the 2024/28 PCC term of office (May 24) are shown below broken down by the local authority areas.

Local Authority	Total Engagements since May 2024	Total Community Day Engagements since May 2024	Any Other Engagements
Blaby	33	23	10
Charnwood	35	21	14
Harborough	31	24	7
Hinckley and Bosworth	30	23	4
Leicester City	162	53	108
Melton	30	20	10
North West Leicestershire	39	27	8
Oadby and Wigston	27	18	9
Rutland	34	25	9
Total	413	234	179

14. This table shows that over the course of the current term of office, the Commissioner has completed 413 engagements and that this is spread across the local authority areas.
15. The same information is shown visually on the map below. The community day engagements are shown as stars and the other community engagements shown as pin drops.



16. The trends and themes highlighted from both the Commissioners' community days and public inbox are analysed by the performance team and presented to the PCC at the internal Force Performance Review meeting to recommend areas to further probe the Force at either a round table or CGB meeting. Further details on these arrangements are covered in paragraphs 68-80 of this report.

17. The Commissioner likes to ensure that he, his deputies, or team, have carried out due diligence on the projects funded, to ensure good value for public money. The commissioned services and projects visited over this time period are outlined in the table below. The Commissioner was confident that funding was being spent in line with grant conditions. The following visits were undertaken by members of the OPCC team during Q4.

Organisation	Area and Work	Funding	Output
After18 Drop-in for Asylum Seekers	CSF	£10,000	The Partnerships team visited the project to engage with the project team, develop case studies, review the successes achieved to date, and provide an update on the new Community Action Fund, which has now replaced the Commissioners Safety Fund.
Lawrence House – Hinckley Homeless Group	CSF	£9,746	The Partnerships team visited the project to engage with the project team, develop case studies, review the successes achieved to date, and provide an update on the new Community Action Fund, which has now replaced the Commissioners Safety Fund.
Leicester Combat Academy – Gloves Up: Breaking Barriers for Youth	CSF	£10,000	The Partnerships team visited the project to engage with the project team, develop case studies, review the successes achieved to date, and provide an update on the new Community Action Fund, which has now replaced the Commissioners Safety Fund.
Root-and-Branch Out CIC	CSF	£10,000	The Partnerships team visited the project to engage with the project team, develop case studies, review the successes achieved to date, and provide an update on the new Community Action Fund, which has now replaced the Commissioners Safety Fund.

GoldenToken CIC – Rowlatts Hill Youth Club	CSF	£10,000	The Partnerships team visited the project to engage with the project team, develop case studies, review the successes achieved to date, and provide an update on the new Community Action Fund, which has now replaced the Commissioners Safety Fund.
Family Action – Leicester Post Sexual Abuse Service	CSF	£9,579.43	The Partnerships team visited the project to engage with the project team, develop case studies, review the successes achieved to date, and provide an update on the new Community Action Fund, which has now replaced the Commissioners Safety Fund.

Section 2 - Commissioning and Partnership Activity

Contracts:

18. The Out of Court Resolution (OOCR) tender process was paused over the Christmas period to address enquiries regarding TUPE under the new Procurement Regulations and will be released 08/01/2026. The new combined contract will go live on the 1st of April 2026.
19. An OOCR is a way for police to resolve minor criminal offences without taking the suspect to court, using options like conditional cautions, community resolutions, or restorative justice to address harm, hold offenders accountable, and prevent re-offending through activities like apologies or reparations, especially for first-time offenders or low-level crimes. It often leads to greater victim satisfaction as the issue is dealt with faster and more directly than through the court system.
20. The total funding provided for the delivery of the above is £199K per annum, for a three-year period and will include a suite of interventions targeted at lower-level crimes where reparation can be provided in the community swiftly and take into consideration the needs of victims.
21. As part of the OPCC's Lived Experience Strategy, the evaluation panel will look to include those with lived experience of the out of court process.
22. The Commissioning Team are beginning the preparatory work for 26/27 commissioning which will start with a focus on supporting victims of domestic abuse and sexual violence.
23. The current commissioned domestic abuse delivery provider, FreeVa (medium and high-risk victims) received 2144 referrals in Q2, 516 of which were self-referrals and 633 were police referrals (requires victim consent), the remainder being referred by other agencies including housing and groups working with victims. 89.7% of victims were female, the highest represented age groups were 25 – 34-year-olds represented 34.8% and 45 – 54-year-olds 24.4%. The majority of victims being supported continue to come from the White community at 56.9% with 19.6% of victims being from Asian/British Asian community.
24. The OPCC funds projects that are working in the Domestic Abuse preventative space including, working with IDVAs (Independent Domestic Violence Advocates) to support victims not to return to perpetrators to prevent further harms and training and equipping community organisations to use early preventative tools with cohorts of 10 to 15 and 16 to 19 year-olds.

25. The OPCC continues to develop the Victim First contract delivery, delivered through Catch 22. Q2 of 25/26 saw the service engage with 2,230 victims with a satisfaction outcome of 93.3%

Community Based Commissioning:

26. Funding to all nine Community Safety Partnerships were reset to base levels as per the funding formula and contracts were renewed for 2025-26.

27. The allocations for each CSP area are outlined in the table below along with expenditure to date as of 05/01/2026.

CSP Area	2025-26 Allocations	2025-26 Expenditure	2025-26 Remaining CSP Balance
Leicester	£271,818.47	£236,492.47	£35,326.00
Charnwood	£89,530.24	£89,530.24	Nil
SNWLP	£53,776.10	£37,078.21	£16,697.89
Blaby	£52,665.76	£40,405.42	£12,260.34
Hinckley and Bosworth	£51,217.55	£46,485.80	£4,731.75
Harborough	£37,479.75	£31,110.60	£6,369.15
Oadby and Wigston	£32,554.58	Nil	£32,554.58
Melton Mowbray	£31,335.75	£31,335.75	Nil
Rutland	£19,296.80	£15,354.00	£3,942.80

28. The only area yet to begin spending their funds is Oadby and Wigston although they have informed us projects are underway for which they have yet to draw down the funds for from their CSP allocation. The Chair Cllr. Loydall is aware of these projects.

29. A brief summary of projects being funded for 2025/26 can be found at Appendix One. These projects agreed by each CSP prior to submission to the OPCC:

30. The Community Action Programme (CAP) is a collaborative initiative designed to support and empower communities across Leicester, Leicestershire, and Rutland (LLR). Operating under a unified umbrella approach, CAP brings together a range of efforts aimed at enabling local people and grassroots organisations to take meaningful action in building safer, stronger, and more resilient communities. By fostering collaboration and providing practical tools and resources, CAP hopes to amplify the voices of communities and support them in addressing local challenges

effectively. At the heart of CAP are four key workstreams which contribute to the programmers overarching goals. The workstreams include:

- a. **Public Crime Prevention Advice** - CAP aims to develop and share accessible crime prevention advice with individuals and communities across LLR. This advice will be made publicly available through various channels and formats, with the intention of helping people feel more informed and confident in taking steps to reduce crime and improve safety in their local areas.
- b. **Crime Prevention Toolkit** - A toolkit is being developed to support a wide range of community stakeholders, including local groups, parish councils, neighbourhood watch schemes, resident associations, youth organisations, faith-based groups, and voluntary sector partners. The toolkit is intended to offer practical, evidence-based guidance, examples of successful initiatives, and insights into what works and what doesn't, in crime prevention. The hope is that it will empower communities to identify local issues and explore tailored solutions that reflect their unique needs and capacities.
- c. **Co-Produced Initiatives** - A central focus of CAP is hearing directly from communities and working alongside them to co-produce solutions that reflect their experiences, priorities, and strengths. This approach ensures that initiatives are shaped by those who know their communities best. Examples include co-produced solutions like our Violence Against Women and Girls (VAWG) projects and place-based initiatives such as People Zones, which bring residents and partners together to design safer, stronger neighbourhoods.
- d. **The Community Action Fund (CAF)** - The CAF is a key part of CAP, offering targeted financial support to help local groups turn their ideas into real, positive change. Eligible applicants include grassroots, organisations, charities, parish councils, youth groups, resident associations, faith-based organisations, and other constituted community-led initiatives.

31. Grants of up to £10,000 will be available through themed funding rounds that run throughout the year. Each round is aligned with the priorities of the Police and Crime Plan, ensuring that funding supports strategic goals for community safety and harm reduction. The six priority areas are:

- a. Rural Crime;
- b. Road Safety;
- c. Violence and Vulnerability;
- d. Business Crime;
- e. Neighbourhood Crime;
- f. Violence Against Women and Girls (VAWG).

32. The first three rounds will open on the following dates:

Rural Crime: 1st September 2025;

Road Safety: 17th November 2025;

Violence and Vulnerability: 1st December 2025.

33. The Rural Crime Community Action Fund closed on 17 October 2025, awarding grants to eight successful projects. In total, just over £68,000 was allocated to initiatives aimed at tackling rural crime. Funded activities include the provision of tracking and target-hardening equipment, educational workshops and awareness campaigns, roadshow events, and the installation of deterrent signage.
34. The remaining rounds will launch in 2026, with dates to be confirmed. This structured approach is designed to ensure funding is directed where it can have the greatest impact, supporting innovative, community-led solutions that prevent harm and improve safety.

People Zones

35. The OPCC is gradually stepping back from direct involvement in the current People Zones to enable the expansion of the model to new areas across LLR. This transition will continue until the end of the financial year, during which time support will remain in place to sustain existing projects and partnerships.
36. A refreshed People Zones model is being developed, building on the original principles of asset-based community development (ABCD) and co-production. The new approach will be used as a problem-solving framework, identifying areas of need through data and insight, particularly via the new ECINS system, and working collaboratively with communities to design locally owned solutions.
37. The OPCC is currently exploring data to identify potential new zones, with a focus on addressing lower level ASB and crime. Alongside this, we are developing a new Theory of Change for the model and an evaluation framework to measure success and impact going forward. New People Zones will be established in response to identified problems, ensuring the approach remains responsive, inclusive, and rooted in community strengths.
38. The People Zones Legacy Fund has now closed. This round offered targeted financial support to sustain and build on the impact of the programme. Partnership-led applications were prioritised with funding of up to £35,000 available, while single organisations could apply for up to £10,000. The fund was designed to:
 - a. Strengthen existing People Zones activity.
 - b. Support collaborative, community-led solutions.
 - c. Embed long-term sustainability and resilience.
 - d. Encourage innovation through partnership working.
39. The People Zones Grants Fund Legacy Round received 10 applications, of which 5 were successful. This included 3 partnership bids, one within each zone. Further

detail on these can be found below:

a. Wrap Around New Parks – Cultural Integration:

- The project seeks to welcome and support asylum seekers, refugees and families from all countries whilst creating a safe, vibrant, and connected environment for all.
- Incorporate cultural sharing throughout the community, allowing residents to celebrate differences while finding common ground.
- Develop a “wrap-around” offer of support that brings together the resources, spaces, and people of New Parks.

b. Thringstone Together – Building Strength, Safety and Connection:

- Build on existing community strengths to reduce vulnerability and crime, improve family wellbeing, provide positive youth activities, and create stronger local connections and co-ordinated activity when in the community.
- Bring together parents, young people, and community groups to co-design solutions for Thringstone.
- Facilitate objectives via the Parent Support Hub, youth engagement and boxing outreach, and Thringstone community engagement events / community connections.

c. Bell Foundry - Regulate to Educate – Sustainable Model of Connection and Belonging:

- For students to establish a physiological memory of what ‘calm’ and ‘regulation’ feel like in a body, developing competency across emotional intelligence.
- Place a particular focus on at-risk students, and the development of a trauma-informed, calming, regulation-friendly environment to replace the isolation toom, allowing them to manage their regulation.
- Introduce other programs in tandem, promoting the wellbeing of Limehurst's student body, and to protect its at-risk students.
- Use this school as a case study for a potential wider rollout.

40. The individual organisations funded are as follows:

a. The New Parks Adventure Playground ‘The Venny’ – Venny Plus:

- Offer dedicated sessions for children and young people aged 10-16 years.
- Provide service users with safe open access opportunities at The Venny.
- Place an additional focus on activities around issues like safety, violence, and making positive choices.
- Provide a safe, supportive environment to grow, develop resilience, and remain connected to positive opportunities during a crucial stage of life.

b. Go Getta CIC – Teen Relationship Abuse Project:

- Teach on the definition and characteristics of Teen Relationship Abuse (TRA), and how it intersects with cultural factors, gender differences, criminalisation, and mental health.
- Train and upskill the New Parks community in TRA, empowering them as a protective and recovery mechanism.
- Input preventative measures and interventions for those impacted.

41. In addition to the Legacy Fund, the People Zone communities also have access to:
- a. The Community Action Fund (CAF) – supporting smaller-scale, locally driven projects.
 - b. The Community Action Programme (CAP) – continuing to provide strategic support and development opportunities for initiatives aligned with the People Zones ethos.
42. Together, these funding streams are being used to prioritise applications that demonstrate strong local partnerships, community leadership, and a clear commitment to sustaining the values and impact of People Zones.

Violence Reduction Network (VRN)

43. The VRN team is now fully staffed after a prolonged period of holding vacancies. The new Research and Evaluation Officer, Prevention and Diversion Manager and Administrator have all started in role.
44. Performance data continues to indicate a downward trend in serious violence.
- a. Between May and October 2025, serious violence volumes have shown an overall downward trend, despite some short-term fluctuations. In October, incidents decreased by 3% compared to September for all ages, although offences among under-25s rose slightly by 2%. Year-on-year comparisons are positive: October 2025 recorded 18% fewer offences for all ages and 12% fewer for under-25s than October 2024.
 - b. Across all offence types, October saw lower volumes than both the previous month and the same month last year. The most notable monthly reduction was in knife-enabled violence, which fell by 10%, while the largest annual decrease was in domestic abuse, down 25%.
 - c. For the six-month period (May–October), offence profiles remained consistent with previous updates. Among all ages, assault with injury accounted for 33% of serious violence offences (including 27% ABH), followed by harassment (23%) and stalking (7%). For under-25s, assault with

injury was even more prevalent at 38% (with 34% ABH), followed by harassment (18%) and affray/offences against the state (8%).

45. A significant area of work over the last quarter has been the design, coordination and mobilisation of two Young Futures panels (a Home Office funded pilot within Leicestershire and Rutland and a national pathfinder within Leicester City). Formal governance is provided through the City and County Youth Justice Management Boards.
46. Young Futures panels involve the early identification of children (10-17) at risk of involvement in ASB, crime and violence and an offer of tailored support from a youth worker with the aim of diverting them into positive community-based activity. Leicester City and Leicestershire County councils are leading the panels and providing youth work support and a range of community-based organisations are providing purposeful diversionary activities. A multi-agency design and delivery group was established by the VRN team. To date the panel process and service offer has been designed and the panels commenced in October 2025 and will run monthly up until 31 March 2026. It is anticipated that Young Futures panels will continue to be funded in 2026/27 although the extent of the funding is not yet confirmed.
47. The VRN's Community Diversion Fund has now closed (funded through the VRN core grant and Serious Violence Duty intervention fund). This is to increase the availability of local diversionary activity for children and young people at risk of involvement in ASB, crime and violence. As highlighted above, there will be a referral route from panels into these funded activities although an open referral process is also in place. A total of three Leicestershire based four City based providers were successful and have now commenced delivery.
48. The Peer Action Collective (PAC) has commenced following a successful bid to partner with the Youth Endowment Fund (YEF) to become one of four delivery partners in this national project, running until 2027. PAC is a groundbreaking youth-led initiative that empowers young people to conduct research in their communities and turn their findings into action. Locally our project comprises of a partnership between Young Leicestershire, the VRN, two grassroots community groups in East and West Leicester and Leicestershire Police. Leicestershire will be the only area across England and Wales wherein young people will be conducting research around the topic of policing. Q3 focused on the recruitment and onboarding of the Social Action Lead and recruiting and commencing the training of 12 young people to the PAC lead roles. These young people will be trained and then will design and carry out the research with hundreds of other young people and then recruit 50 change makers to support the implementation of the findings.
49. The YEF funded Phoenix Programme ceased delivery at the end of December 2025. A transition plan was devised and implemented to support the safe exit of

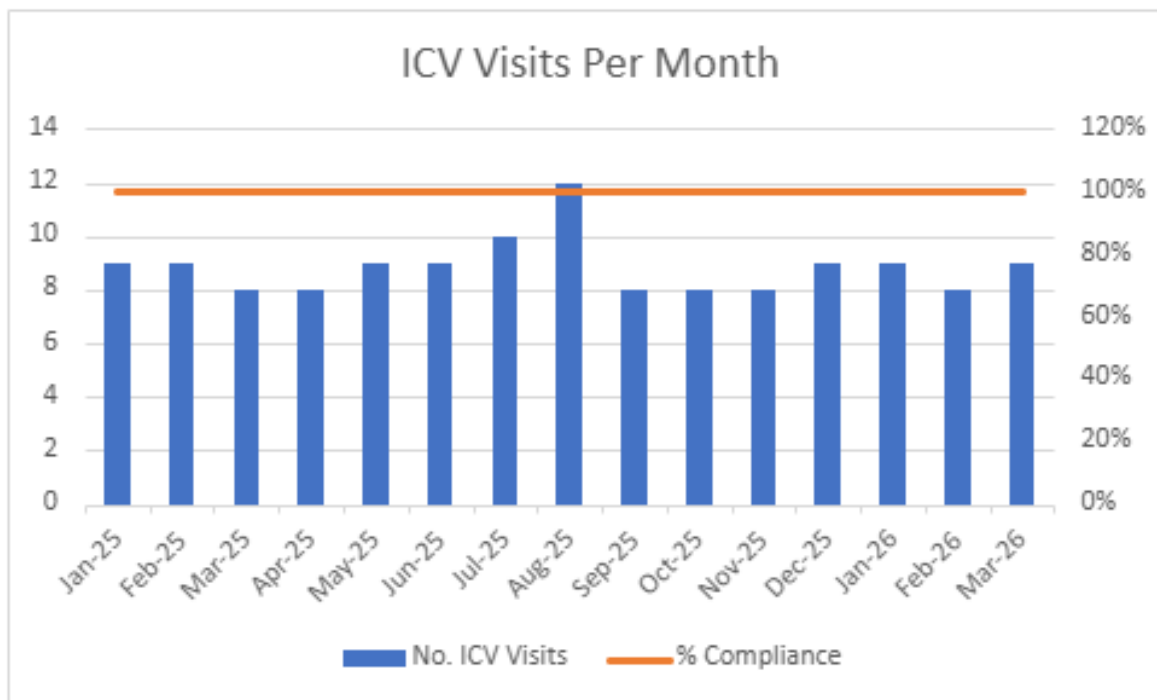
participants from the programme. A business case has been submitted to the PCC to invest in a community navigator role to continue to work with offenders as this element of Phoenix was highlighted by evaluators as being particularly effective.

50. In September 100 young people from LLR attended our third local Hope Hack. Hope Hacks are a cornerstone of the VRN's commitment to empowering young people and building cohesive, resilient communities through meaningful opportunities and support from adults. Through workshops, performances, and discussions, the young people explored key issues such as health, inequality, and education, proposing solutions for a fairer society. The event celebrated youth voice and community leadership, featuring inspiring speakers including Leicester-born Sian Lord.
51. Our Youth Community Oversight Group (COG) recruitment was launched and completed this quarter. Building upon the success of the adult COG, the VRN is investing in a younger COG to drive the development of a range of youth led and targeted projects over the next year. By incorporating the unique perspectives and lived experiences of young people who reflect the communities we serve, we are better positioned to embed authentic youth voice into our strategies and approaches.
52. The VRN Young Persons Survey was launched in Q3 with promotion across the partnership to gather insights and perceptions of safety from young people aged 11–25. The survey closed at the end of November with over 2,000 responses. Findings will inform the planning and coordination of future activities.
53. The Live Safe Resources website continues to be developed in response to feedback and to ensure information is up to date. Attendance at the Live Safe Parent and Carer online sessions has improved, and the team are now delivering in-person sessions within community settings to further enhance access and engagement.

Section 3 - Scrutiny and Governance Activity

54. Independent Custody Visitors (ICVs) undertake visits in pairs to one of the three Custody Suites in Leicester; Euston Street, Keyham Lane and Beaumont Leys. During visits, ICVs speak with the detainees to ensure they are being treated fairly, ensure the detainees receive their rights and entitlements and also examine the conditions of the cells and the custody suite, bringing any issues to the attention of the Custody Sergeant. During visits ICVs complete a visit report form electronically which is sent to the Office of the Police and Crime Commissioner (OPCC).
55. The PCC has set a locally agreed target of a minimum of one custody visit per week per operational custody suite. The Independent Custody Visitor's continue to achieve this and have completed 100% of scheduled ICV Visits equating to twenty-six visits during Q4, between January to March 2026.

56. No serious issues have been observed during these visits. A total of two estates issues were raised during this period. The first was an issue regarding lighting within the exercise yard area at Euston Street. The second issue was regarding excessive water build up and drainage not functioning at Keyham Lane Custody Suite. The Inspector is reviewing the issues raised with estates to establish a solution. However, there are some challenges due to the infrastructure of the custody suites and the building itself. A number of positive comments were also highlighted on visit report forms, and feedback was provided to the relevant custody staff.



57. As a member of ICVA, we are currently completing a Quality Assurance Framework (QAF) accreditation process. QAF involves a set of criteria designed to help us benchmark our work and strive for excellence. The QAF consists of four different levels. The levels are: Code Complaint, Silver, Gold and Platinum - each level having different cumulative criteria. We were awarded Platinum at the last assessment in 2023 and are working hard to achieve a Platinum award once again, to maintain and evidence the consistent high standard our ICV Scheme operates.

58. The PCC has set a locally agreed target of a minimum of one visit per month to the Dog Unit Kennels at Leicestershire Police Headquarters. This has been achieved and a total of three visits were completed between January and March 2026. No serious issues were identified.

59. As part of the Animal Welfare Scheme, off-site visits to observe Dogs Training were introduced in June 2025. No dog's training observation visits were completed during Q4.
60. Leicestershire's ICV scheme has been participating in ICVA's pilot reviewing the treatment of Immigration detainees in police custody. The pilot commenced in April 2025, and we are one of 7 ICV Schemes nationally that were involved with this pilot. The additional work was absorbed by ICVs during the OPCCs Custody Detention Scrutiny Panel. During the Pilot ICVs reviewed 31 custody records of Immigration detainees in police custody. Leicestershire OPCC was invited alongside key stakeholders from across policing to review findings from the ICVA Immigration Pilot, in which Leicestershire Independent Custody Visitors (ICVs) participated. The pilot examined the treatment, conditions, and wellbeing of immigration detainees in custody.
61. The findings from the ICVA pilot found that immigration detainees generally had their rights recognised and upheld while in police custody. Some areas of concern surrounded around the lack of detail in entitlement recording as often records contained no detail which made it difficult to determine whether detainee's basic needs had been addressed e.g. notification of toilet pixelation and also shortcomings in immigration-specific rights which highlighted issues relating to the availability and timelessness of immigration-related process such as delays in securing translation or interpreter services.
62. The roundtable provided an opportunity to reflect on emerging themes, identify gaps in oversight, and develop a shared understanding of challenges and potential improvements. The key discussion areas were around length of detention and underlying causes, entitlement and custody record quality, and IS91 documentation. ICVA will produce a comprehensive report detailing the findings and immigration services will review the data relating to transport issues and HMICFRS will be exploring regarding capturing additional information in inspections.
63. Forty-five complaint reviews were received by the OPCC in the period Jan-Mar 2026, with 47 being closed within the same period.

	No of reviews received	No Not upheld	No completed within 28 days	No not completed in within 28 days	Learning/ Recommendations made
Jan	21	1	4	9	2
Feb	15	0	1	0	0
Mar	9	0	2	2	0

64. The office continues to perform well compared to the national and most similar forces in relation to the completion of the complaint reviews, completing on average 34 days compared to the national response time of 44 days.

65. The key themes captured through the reviews were complainants unhappy about the progress of investigations and the outcomes reached following the investigations. Specifically, the lack of updates/contact and not considering evidence which is available to the officer. The themes captured through complaints and reviews will be picked up by an analyst and discussed with the T/DCC.

Pension Forfeiture

66. The Team have commenced work around pension forfeitures. With this process a police authority can reduce a retired or serving officer's pension, if they are convicted of a serious crime connected to their police service that harms public trust or the state's interests. It requires the PCC applying for a special certificate from the Home Secretary enable the forfeiture. It's a disciplinary measure to show accountability for severe misconduct, often involving corruption, perverting justice, or betraying public trust. The forfeiture process has the goal of restoring confidence in the police service.
67. The office holds regular meetings with the Force's Professional Standards Department to ensure intelligence around upcoming possible pension forfeitures is shared.
68. As of December 2025, the office has processed all Pension Forfeiture matters dating back to the start of the PCC's term of office (2021).

Holding the Force to Account

69. In this period, the OPCC has held one Force Performance Board, in which the OPCC team brief the Commissioner on their work reviewing key metrics to examine where Leicestershire Police may be under/over performing which informs CGB/Roundtable agenda.
70. The meeting focuses on operational performance from a variety of sources, including the themes from the Commissioners engagement days, the themes in correspondence through the public inbox, horizon scanning local and national policy, force operational performance information, contact and response Demand for the force and also insight garnered from attendance at national/regional and local meetings. There are also suggestions of recommendations for the PCC to escalate to the force if necessary to seek further assurance.
71. The meeting during this period, in March, resulted in 15 actions being taken forwards, including;
- a. Further analysis of call response times to be discussed with the CC.

- b. Further analysis and investigation into abstractions data and how this is being measured in Force.
- c. Performance Team to review the national picture for Robbery and compare this to the Force.
- d. Review of the turnaround time for processing firearm licensing.
- e. Report to be brought to CGB on demand profiling and resource allocation, including how the Force is using the Cambridge Harm index.

72. The board also discussed the most recently publicly released national data (Jan 2026) in relation to charge rates and positive outcome rates by crime category. This prompted a lengthy discussion around Leicestershire's performance and further areas to praise/highlight with the Chief Constable.
73. The PCC requested that this data be regularly brought forward and published on the OPCC website to improve public accessibility to police data.
74. Due to the rigorous budget setting process, there is only one CGB meeting held in quarter four. However, this meeting is scheduled for the 25th of March 2026 and therefore at the time of writing this report no insights can be provided.
75. The update from the March CGB will be provided in the next Commissioners Update paper.
76. The Ethics and Transparency Panel met on 25 December. The main topics were misconduct and a discussion around Equality, Diversity and Inclusion (EDI). The EDI and Positive Action Manager gave a presentation on the draft Equality, Diversity, Inclusion and Cohesion (EDIC) Strategy, highlighting that several recent cases show there's still work to do in tackling discrimination under the Equality Act 2010.
77. The panel asked how the current EDI training programme links with the new strategy. It was noted that the existing national mandatory training has had mixed feedback, but the EDIC Strategy is intended to shape future improvements. Some panel members questioned how well the training covers protected characteristics and felt the content could be stronger. The Force explained that because the courses are nationally accredited, they can't add local content, but confirmed the new strategy is in line with the Code of Ethics. The panel was asked to give feedback before the strategy goes out for public consultation.
78. Concerns were also raised about the lack of diversity within the Chief Officer Team. The Force recognised this and said low application numbers may be a contributing factor. They highlighted ongoing positive action work, including inclusive leadership and mentoring programmes, although the impact has not been seen yet. The intention is to remove barriers so that more people feel confident to apply.

79. The Force also shared an anonymised ethical dilemma from Professional Standards Department (PSD) and asked the panel for their views on how the situation should have been handled. Panel members had mixed opinions: some wanted more detail, while others felt the behaviour could amount to gross misconduct and possibly dismissal. The panel also pointed out that learning and development is often used as an outcome in complaint cases, and they asked for further work to understand how effective these measures actually are. They want clarity on what checks are in place to make sure this approach leads to real improvement.

Prevention

80. The Joint Prevention and Partnership Board took place in December 2025 and progress was reported on a range of prevention activities delivered by the Prevention Directorate and other departments across the Force. Highlights are reported below.
81. The Joint Data, Evidence & Evaluation Team is now fully staffed. This has enabled the team to progress work on the design and implementation of key data products including the Repeat Offenders and Victims dashboard and the new ASB dashboard which will be used by partners as well as the OPCC and Police. The team have also offered support in evidence-based design through desk-top reviews of effective practice and theory of change workshops (for example, the redesign of People Zones and for the Missing Prevention and Reduction team). A new 'Prevention First' Bulletin has been launched which summarises the latest research and good practice from the UK and beyond. The team also lead on several research projects including offering expert support to young people working on the VRN's new Peer Action Collective project.
82. The Force now has a second qualified Designing Out Crime Officer (DOCO). Whilst the crime prevention team remain small (two staff) this additional capacity has resulted in a review of the DOCO and wider crime prevention offer. Work is underway with the OPCC to understand how resources across the team can be used more efficiently, thereby reducing duplication and increasing effectiveness.
83. The 2025/26 Hotspots Project continues to progress well. By the end of Q2, 9069 patrol hours had been delivered across ASB and Serious Violence hotspots with over a third of these being delivered by a range of partner organisations. Overall, the patrol hours represent 70% of the annual indicating the partnership will exceed the minimum patrol hours by the end of the year. Multi-agency problem-solving activity continues to compliment the patrols to ensure problems are effectively tackled. The project continues to see reduction in ASB and Serious Violence in hotspots areas as well as a range of other positive outcomes arising from increased use of arrests and other powers.
84. The Police's education offer to schools and colleges has been enhanced through the investment in Pol-Ed. Funded through the Police, OPCC and City and Leicestershire Councils this on-line resource provides education establishments

with a range of high-quality resources relating to children and young people's wellbeing and safety. The resources can be used universally (through schools accessing and utilising for themselves) or in a targeted way (by Police and other partners promoting and/or delivering where there are increased risk and/or concerns). Pol-Ed was launched in August and by the end of November 18% of primary schools and 41% of secondary schools had signed up and between September and November, 488 sessions had been delivered reaching 14,640 children.

85. With regards to diversion, following an initial trial, Outcome 22 Deferred Prosecution Schemes (DPS) are now well established within both City and County as key components of the local diversion strategy for children. Over the past year, in alignment with refreshed decision-making panels for children, both areas have consistently applied Outcome 22/DPS to divert children away from formal court proceedings. This has resulted in widened intervention and support as an alternative to prosecution and impacted positively on the First Time Entrants (FTE) rate across the area. Compliance is being monitored and is currently high at 88% and reoffending is now being tracked with early indications that are local reoffending rates are lower than the national average of 32.5%.
86. The Multi-Agency Offender Management review has been completed and recommendations made for a refreshed model which strengthens the link between Integrated Offender Management and local Offender Management. It is also proposed that the partnership agrees new high harm cohorts (for example domestic abuse and serious violence) as well as retaining the nationally mandated neighbourhood crime cohorts. The full review has been shared with partners with the aim of feedback shaping the final report and a refreshed strategy and delivery plan being agreed.

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

OFFICIAL

Project	Description / Brief	Area
NTE St John Ambulance	Medical night-time economy first aid provision provided by St John Ambulance, including a static treatment centre (usually located at Jubilee Square), a double-crewed ambulance, an advanced life support provider and first aid teams. Where demand permits the provision also provides critical support to East Midlands Ambulance Service by responding to 999 calls related to the nighttime economy in the city centre, dramatically reducing ambulance wait times. The services will operate from 10pm to 5am on 43 priority dates across 2025 (usually Fridays, Saturdays or bank holiday weekend dates).	Leicester City
CCTV Camera 269	Replacing obsolete camera 269 with digital technology.	Leicester City
Early Intervention Team	2x Full Time (37 hours pw) Prevention Officers. The Early Intervention Team has been delivering targeted workshops, on County Lines, Exploitation and Anti-Social Behaviour in secondary schools during the past academic year and these identified missed opportunities to engage children at an earlier age.	Leicester City
Premier League Kicks Roadshow LCITC	Leicester City in the Community (LCITC) proposes the Premier League Kicks Roadshow, a project using newly refurbished ball courts and city centre spaces to engage young people through free football and sports sessions. The initiative aims to reduce antisocial behaviour (ASB), promote positive community involvement, and provide safe recreational opportunities. Sessions will be held at Melbourne Road, Eyres Monsell, Netherhall and city centre locations, focusing on hard-to-reach young people.	Leicester City
AAA foundation Netherhall Afterschool Club	Activities that will be funded – Football, Basketball, Arts & Craft Staff Costs 1 Youth worker 3hrs @ £15ph per week over a period of 8 weeks= £576.00 1 Sports coach 3hrs @ £20ph per week over a period of 8 weeks = £720.00 Other Costs Arts & crafts materials: £100 (estimated for 8 weeks) Refreshments & incentives: £50 Total Programme Cost: £1,446.00	Leicester City
Netherhall Fun Day Support Funds	As part of the nether hall fun day to support the engagement with young people and reduction in ASB and youth related crime in the area. The CSP would like to support with a small additional budget to allow for the committee to provide food and drink for the young people on the day and to support other funds like vouchers for engagements and raffles Small budget to allow for additional support to cover the costs of Food and Drink for young people, Raffle vouchers etc	Leicester City
Netherhall Detached Youth Work	The funding will pay for two officers to work 5 days a week between 31st June and 15th August dedicated solely to the Netherhall Neighbourhood and specifically in and around the Neighbourhood Centre delivering detached youth work with a cohort of risky young people actively engaged in ASB and crime.	Leicester City



RAP Youth JAG Leicester	Funding to expand the reach and impact of the Youth Joint Action Groups (YJAGs) through community-based “Pop-Up” engagement sessions. These sessions have already demonstrated significant value in gathering feedback from young people, amplifying young voices, and informing the Leicester Community Safety Partnership (LCSP) and aligning with the priorities.	Leicester City <small>Police & Crime Commission for Leicestershire & Rutland Your Communities - Your Commissioner</small>
TV Engagement Events	Request for a TV/Monitor to provide key priority messages at engagement events. There is a recognised need to be able to support the delivery of the partnerships key priorities to the communities during events ran in Leicester.	Leicester City
HUQ Footfall System	The existing footfall system managed by BID Leicester only covers three areas: Gallowtree Gate, Humberstone Gate West and East Gates. The majority of the night time pubs and clubs are outside of these areas. Having access to the supporting data would provide valuable support to the night time economy multi agencies.	Leicester City
Evening Service for Homeless and Street Lifestyle Individuals	Operating every Monday and Wednesday evening for 2.5 hours, the service will fill a critical gap identified through mapping of current meal and support provision. Alongside providing a hot meal and a safe environment, the initiative will deliver indirect benefits to wider community safety—reducing visible street congregation, public disorder, and anti-social behaviour (ASB)—while alleviating pressure on emergency services, local businesses, and the night-time economy. To ensure sustained and meaningful progress, a dedicated part-time project worker will extend engagement beyond the sessions, facilitating referrals, one-to-one support, and partnership collaboration. In addition, specialist sessions and themed discussions will be delivered to address key issues such as serious violence, reoffending, domestic abuse, and mental health.	Leicester City
CSP Project Officer Funding	Funding for this role was requested directly to the PCC to assist in funding a dedicated role to work across the partnership, enhancing capacity to coordinate activities, manage data, and support the delivery of priority outcomes. This roles need was considered essential by all CSP partners as it will ensure that effective performance data is in place, programmes of work and activity is focused on the priorities while also seeking good practice across surrounding and national CSPs.	Leicester City
Community Support Officer – Falcon Support Services	The Community Support Officer will work with those identified as having a substance misuse issue and/or offending, including ASB and street begging.	Charnwood
Town Centre Detached and Multisports – GoGetta	This proposal is for the continuation of a project funded through the National Lottery Million Hours fund for which funding comes to an end in June 2025; if successful, this funding will be spent on the delivery of a weekly detached youth work and Multisports session for young people aged 11-19years (up to 25 with SEND) from Loughborough, targeting young people causing ASB within the Town Centre and providing them with diversionary activity.	Charnwood



Warwick Way Detached – GoGetta	This proposal is for the continuation of a OPCC funded project coming to its end in March 25 due to an ongoing need for this work; funding will be spent on the delivery of detached youth work on the Warwick Way estate, Loughborough. The sessions will engage young people aged 8-21yrs (up to 25yrs with a LD), living on and congregating in ASB 'hot spots' around the estate, and will be held every Thursday 5.30-7.30pm.	Charnwood
Charnwood KICKS LCITC	The funding requested will be allocated to enable the continued success and delivery of the Leicester City in the Community project for a further 12 months, running until March 31st, 2026	Charnwood
Domestic Abuse Outreach Worker – Living Without Abuse	To provide extra Community-based adult services for male and female adult survivors of domestic abuse. This service will provide help and advice over the phone and in person in a variety of ways, including practical support, security measures, support with the legal system and resettlement. The extra funding will resource 1-1 support with a minimum of 54 newly referred adults/families, within Charnwood annually, and be provided by Living Without Abuse, a local domestic abuse service.	Charnwood
Subsidised Meals Community Drop-in – Falcon Support Services	The funds will help our community drop in deliver healthy nutritious meals at a £1 a meal for those who are homeless, at risk of becoming homeless, isolated and affected by the cost of living crises. We see around 50 individuals a day Monday -Friday access our service for support, safe place, showers, washing machine, sleeping bags, clothes and they see our drop in as a save space	Charnwood
NWL Amber Project	<p>The Amber team have recognised the need for sexual violence recovery work and education in NWL due to the number of sexual assaults. Currently Leicester City has the highest number followed by Charnwood and NWL. The project includes:</p> <p>Delivery of a minimum of twenty school assemblies, increasing awareness of sexual violence and the support available; these sessions will start in November 2025</p> <p>Deliver a thirteen-week Sexual Violence Recovery Toolkit to a Group of approximately ten participants. This will start in January 2026</p> <p>Delivery of a Sexual Violence Training session to professionals for up to twenty participants. This will take place in January 2026</p> <p>Funding would cover staff time, resources, room rental, and promotional materials and sessions will be delivered by Sammie Grummet Independent Sexual Violence Advisor.(ISVA) and a volunteer on behalf of Living Without Abuse.</p> <p>The project fits within the police and crime plan regarding the commitment to provide trauma informed support to victims of crime.</p>	NWL



Celebrate Safely Christmas Priority 1	Purpose to reduce violent crime and disorder relating to the festive period and night time economy in Coalville and Ashby de la Zouch. The project will be delivered by NWLDC during the month of December 2025. Includes: <ul style="list-style-type: none">• Additional Street Warden Hours in Ashby• Street Wardens in Coalville• Additional CCTV hour coverage during key dates.• Alcohol awareness packs	NWL
Personal safety for Thringstone and Whitwick - Priority 1	The provision of Personal Attack Alarms with torch for the community of Thringstone and Whitwick. NWLDC will source the items and Leicestershire Police will ensure that they are able to provide these alarms to those who need them in the community.	NWL
PSPO Castle Donnington - Priority 3 Road Safety	Improved signage to raise awareness of the PSPO in place for the whole of Castle Donnington. Provision for improved image capturing of offenders through Dash Cam in non traffic patrol vehicles. NWLDC and Leicestershire Police will deliver this project in partnership.	NWL
Hi Visibility Packs - Priority 3	Hi visibility packs for use at engagement events coming up over the next few months. One for children and one for adults and teens.	NWL
Albert Village Competition - Priority 3	Albert Village school has been chosen due to the current reports received by the Safer North West Partnership with regards to HGV's and speeding vehicles through Albert Village, we know this is a concern for residents of the village and parents of the school. The Headteacher has been giving road safety talks over the last 2 month to children in assemblies. The theme for the A4 pictures is: <ul style="list-style-type: none">• No HGV's in our village• No Speeding through our village The 2 overall winners will get a bike each and helmets. <ul style="list-style-type: none">• 1 bike – reception – year 3• 1 bike – year 4-6 2 Runners up will receive a Family Conkers Day pass each.	NWL



	<p>All children at the school will receive a Hi-Viz sticker set.</p> <p>The winning pictures will be made into A3 posters to be put up around the village.</p> <p>We will have a presentation at the school before they break up for Christmas where, in attendance there will be police, fire, NWLDC portfolio holder and the OPPC will be invited. Also, a police car and fire engine will come for the children to see.</p>	
Rural Crime Priority Fund	<ul style="list-style-type: none"> • Air Tags for farm machinery tracking • Keyrings to make it easier to report crime • Sheep and livestock worrying posters <p>North West Leicestershire is considered a rural district covering 108 square miles, although it also towns like Coalville and Ashby-de-la-Zouch its mix of rural villages and surrounding open countryside and within the National Forest.</p> <p>The impact of rural crime can be devastating. It can lead to people losing their livelihoods and can affect whole communities. Rural crime is also often unreported, so many people don't get the support they're entitled to after experiencing crime of this nature.</p> <p>We have engaged with the rural crime officer for our area and they have suggested the items included within the funding request to meet with demands and needs of the rural community. They have identified that rural crime often goes unnoticed due to the time limitations of farmers to report crime via the telephone. A plastic small keyring with the QR Code on for directly reporting crime online should help them speed up the process and encourage them to report crime so a true reflection of the problems they face with rural crime can be measured and appropriate priorities met if necessary.</p>	NWL
KiSP Project	<p>KisP Enterprise will deliver, 1 x two-hour sessions per week of outreach work in the district of NWL;</p> <p>To offer support and material to young people and discuss sexual health, anti-spiking, healthy relationships/Peer Pressure, sexting, and avenues of support. To empower young people to make safer choices on sexting, sharing nude images, healthy relationships, C-Card (condom distribution), consent, where and how to report incidents and what will happen next.</p> <p>To reduce the likelihood of young people becoming offenders.</p>	NWL



	<p>To reduce violence between young people. KisP Enterprise will be flexible in delivery with evenings/weekends and afternoons to try and gain the most engagement as we know most YP will not be around in the morning. This can be a mixture of weekly weekday and weekend if they are approved.</p>	
Street Whyze KnifeCrime Project	<p>The Street Whyze knife crime project works with young people to deliver Knife Crime talks in schools to educate and inform young people about life choices and the dangers of carrying knives. They offer tailor made assemblies for each year group and will cover the following schools The Castle Rock, Newbridge, SMB College, Castle Donington College, Ibstock Community College, Ivanhoe and Ashby School. The sessions will be delivered by Danny Mondesir during term time between December 2025 and March 2026.</p>	NWL
Domestic Abuse Target Hardening	<p>Working with the housing team and the domestic abuse link worker to provide a victim/ survivor centred approach designed to help those individuals experiencing domestic abuse to remain safely in their own homes. It provides enhanced security measures such as door jammers, window alarms and security lighting.</p> <p>A pack will be provided to those identified as needing extra measures to remain in there own homes after experiencing domestic abuse, the pack will also include information and contact details for support and advice.</p>	NWL
Young People Diversionary Activities – Young Leicestershire	<p>1x weekly street outreach session in Blaby District targeted at ASB hotspot areas. Sessions will be delivered by Young Leicestershire and will target young people age 10-18 at risk of becoming involved in or already involved in ASB. Sessions will be Wednesdays 5pm – 8pm</p>	Blaby
Police Crime Reduction Stock	<p>Purchase of crime reduction and road safety items to be distributed among the community.</p>	Blaby
Hate Has No Home Here	<p>This is a MATCH Funded project - BDC will provide an equal amount of funding to match what is requested in this bid to deliver the project.</p> <p>This funding is to facilitate a programme of work in primary and secondary schools across Blaby District on anti-discrimination. The objectives of the Hate Has No Home Here Anti-discrimination Project are to:</p>	Blaby



	<ul style="list-style-type: none">• Raise awareness about different forms of discrimination• Provide training for teachers• Encourage schools to develop a zero -tolerance policy on discrimination• Produce a film that promotes a culture of respect, inclusion, and equality• Develop artwork with anti-discrimination messages to be displayed in schools and at the Crosby Yarn Bomb	
Campaigns and Projects	<p>Delivery of various projects and campaigns, for example:</p> <ul style="list-style-type: none">• White Ribbon Accreditation for BDC.• Bystander training• 16 days of action for White Ribbon including school sessions, social media campaign, DA awareness training, information stands.• National Hate Crime Awareness Week• Ask for Angela Recruitment and Training• Purchase of items and cost of print for materials related• Anti-spiking safety items• Smart doorbells for high risk ASB and DA cases• Misc.	Blaby
NTE Marshalls	<p>Marshalls in the NTE for Blaby Town Centre</p> <ul style="list-style-type: none">• 28 November 2025 - Blaby lights Switch on• 19 Dec (Last weekend before Christmas)• 20 Dec (Last weekend before Christmas)• 24 Dec (Christmas Eve)• 26 Dec (Boxing Day)• 31 Dec (New Years Eve)	Blaby



Publicity Campaigns and Resources for Community Events	We are aiming to increase our partnership community events including beat surgeries, specific Community Safety campaigns (such as Celebrate Safely and Darker Nights), An example of an event would be the start of December, for the last 2 years we (BDC Community Safety) have held a celebrate safely event at Enderby Leisure Centre with police colleagues providing information, advice and merchandise to raise awareness on key priorities including ASB, domestic abuse, Night-time economy safety, celebrating safely and hate crimes. To refresh campaign assets as required.	Blaby
Video Doorbells , Target Hardening	Providing video doorbells for high risk ASB cases or victims of domestic abuse. Community Safety supply these to residents following reports of either high risk ASB/ DA as a safety item to safeguard them. Doorbells do not require any subscription so no cost to recipient.	Blaby
Knife Crime Theatre Production	Solomon Theatre Group will deliver their knife crime awareness production - "Skin deep" across the 3 colleges in our district. 20/21/22 January 2026 The colleges are Brockington, Winstanley and Countesthorpe.	Blaby
Trail Camera's x8	This work will be carried out by BDC Environmental Enforcement Team by purchasing 8 LTL Acorn 6210 Ultra Trail Camera with Encryption (£169.99, including free UK delivery and 1-year warranty). This camera will be used to monitor and gather evidence of rural crime offences such as fly-tipping, illegal waste disposal and rural crime in general. Its encryption feature ensures compliance with data protection regulations and protects evidence integrity.	Blaby
Response Fund	This is a request for a responsive pot so that the CSP can respond to emerging threats in a timely way. These threats will be identified by the local CSP Tactical Group. This could be used for example for target hardening initiatives for emerging threats e.g. air tags for rural crime, ring doorbells, defender pouches keyless car crime, light timers for burglary, window alarms, drink spiking covers, personal alarms, target hardening high risk ASB/ high vulnerability cases (not crimes), replacement of equipment for delivery of new schools workshops based on tackling emerging threat or for services that are needed at short notice for example NTE economy marshals. We may also use this for responsive campaign work.	Hinckley and Bosworth
DISC Retail Business Crime	Continued support for the DISC and retail radio scheme: There are 146 users registered on Hinckley BID's DISC scheme for retail watch and 65 for Pubwatch. There are 55 plus Radio-Link radios allocated and operating on the Radio-Link scheme with a further 6 to be allocated. Feedback continues to be positive for the scheme.	Hinckley and Bosworth



Bike Register	The police will be supporting Hinckley BID with a security bike event which will involve offering bike security and tagging for member of the public. The tagging kit identifies the bike owner and can be tracked via an app which registers the bike to national police approved database. Registering the bike provides the owner with a lifetime registration which all UK Forces have access to. A registration logbook will be provided to be used as proof of ownership and the owner will have secure online access to manage their account. A highly durable tamper resistant QR code label will reduce the risk of theft by warning thieves that the owner has used bike register and provides a unique bike register ID.	Hinckley and Bosworth
Thermal Imaging Camera	This equipment is to be used in evidence gathering to support the request for warrants to be issued in the pursuit of cannabis factories.	Hinckley and Bosworth
Premier League KICKS LCITC	This project funding will include Premier Kicks delivery by Leicester City in the Community. Sessions will take place on Monday evenings at Green Towers Youth Club in Hinckley from 4-5pm for years 7-9 and 5-6pm for years 10+ up to 18 years of age and there is a potential to split the delivery of sessions between Hastings High School and Green Towers to attract more young people to participate from September onwards.	Hinckley and Bosworth
Geofencing Campaigning supporting Safer Summers	Three Geofence campaigns targeted at Hinckley Town Centre which will during the summer period covering the following: ASB in the town centre and parks. NTE and keeping safe. Daytime shopping and keeping items/ valuables safe and secured. These will be coordinated and delivered by Leicestershire Police in partnership with the council's community safety team	Hinckley and Bosworth
X2 Electric Bikes For Police Patrols	Two marked police e-bikes with lighting and safety equipment for use by neighbourhood policing officers in Hinckley and the surrounding areas. The e-bikes will provide a flexible and sustainable means of transport that will bridge the gap between foot and car patrols. The e-bikes will significantly improve operational efficiency, officer visibility, community engagement and the policing response to anti-social behaviour drug dealing and serious acquisitive crime such as burglaries. The e-bikes will also support the force-wide environmental sustainability objectives	Hinckley and Bosworth
Young Peoples Diversionary Activities – Young Leicestershire	Youth outreach via Young Leicestershire in Hinckley and Bosworth: Delivery of 28 x 3hr detached youth work sessions, 1 per week in Hinckley & Bosworth Borough. Operating in ASB/SV hotspot areas across both locations with the aim of diverting young people away from ASB and crime towards positive opportunities. Work in collaboration with other agencies. To co-design with young people, occasional diversionary activities in response to identified need arising from detached sessions. To provide safe, supportive spaces where young people feel included, stimulated, challenged and empowered to make positive life choices. Achieved by building effective, professional and trusted relationships.	Hinckley and Bosworth

<p>Christmas Campaign Initiatives 2025-26 Hinckley and Bosworth Council</p>	<p>The activities requested for funding will form part of a wider campaign and in response to any potential increases in crime and disorder during the seasonal period. Night-time economy marshals on key nights as identified by the CSP Christmas Campaign planning group. Misc items including Geofencing campaign.</p>	<p>Hinckley and Bosworth</p>
<p>Rural Crime Initiatives</p>	<p>This work will be completed in conjunction with the Rural Crime Team (Rob Cross) and includes:</p> <ul style="list-style-type: none"> • 50 Hare Coursing Prevention Signs in key rural areas that act as visible deterrents and reassure public in hotspot areas • Trail Cameras x20 (approx. Units) 	<p>Hinckley and Bosworth</p>
<p>Smart Doorbell Cameras</p>	<p>This work will be carried out with Community Safety partners and delivered by Hinckley & Bosworth's Community Safety team.</p> <p>50 HD Wireless battery powered smart doorbell cameras</p> <p>Purpose - To enable residents who are victims of anti-social behaviour, harassment or domestic abuse to remain in their own homes and feel safer and more confident.</p>	<p>Hinckley and Bosworth</p>
<p>The Warning Zone Roadcrew</p>	<p>Specialist E-safety presentation team called Roadcrew who go out into Secondary, Independent and SEN schools in the community and present to young adults aged from 12 to 17 with a programme called "Crowd Control."</p> <p>With the proposed funding, they aim to go to all the Secondary, Independent and SEN schools in the Market Harborough District and educate the various age groups by presenting the "Crowd Control" programme.</p>	<p>Harborough</p>
<p>Prevent Campaign for Rural Crime</p>	<p>A campaign run in partnership with the NFU to tackle rural crime specifically assisting the farming community. Funding will assist in purchase of various items including:</p> <ul style="list-style-type: none"> • External CCTV Warning signs • Motorcycle Grip Locks/throttle locks • Solar Security Lights • Pad locks 	<p>Harborough</p>
<p>BikeSafe Project by Leicestershire Police</p>	<p>This is for the purchase of items that are required for the safe bike campaign running at the moment by the Leicestershire Police - Market Harborough Station is the lead.</p>	<p>Harborough</p>



	Officers will at random in local towns check the Deliveroo bikes, and retain if they have been adapted with motors and to promote bike safety	
Prevent Campaign for Rural Crime 2	<p>The Rural Crime Team will be engaging with local farmers within the rural community, and support victims of rural crime and distribute prevent items to potential victims.</p> <p>The Rural Crime Team and supporting officers will be carrying out this work. This will commence throughout the winter and into next year 2026.</p> <p>This includes the purchasing of tracking items such as Airtags and Tiles (Airtag alternative).</p>	Harborough
Drugs Campaign by Leicestershire Police	Leicestershire Police project related to drug detection. This project assists in the purchase of Drug Wipes to be used during operations that involve vehicle stops.	Harborough
The YP Project	<p>Delivery of an early-intervention and safeguarding-focused programme across primary and secondary schools in the Harborough District to reduce the risk of serious violence, exploitation, and harm. The programme will:</p> <ul style="list-style-type: none"> • Provide violence-prevention and healthy-choices workshops for pupils • Undertake smaller group sessions/1:1 with children identified as higher risk of using harmful behaviours. • Deliver parent/carer safeguarding sessions on early warning signs, online risks, and youth exploitation • Provide staff training to upskill education professionals in early identification and trauma-informed responses • Establish a multi-agency safeguarding pathway between schools and support services to strengthen early intervention 	Harborough
Safer Communities Partnership Officer		Melton Mowbray



	<p>Since the post was introduced last year the position holder has helped to improve delivery of the CSP objectives by working with multiple stakeholders, communities, and local businesses contributing towards:</p> <ul style="list-style-type: none"> • Drugs and country lines • ASB and environmental crime • Rural Crime • Violent Crime 	
Response Fund x 3	<p>Response funding to give resilience to support the SMP to help tackle and address arising issues, fund projects, events/items for the partnership. E.g. graffiti project, funding over time to tackle arising issues, engagement events and items such as fly tipping signage, cigarette end pouches and other similar items.</p> <p>We often get requests from CSP partners for funding for venue hire, community engagement funding, resources, and target hardening.</p> <p>To negate the need to submit several small bids, it would be preferable that we have small fund to cover these such events, which will cut down in additional administrative time</p>	Melton Mowbray
Retail DISC App	<p>A data compliant app to help facilitate the Secure Melton Against Retail Theft (SMART) scheme. This app would enable the secure communication regarding retail theft and prolific offenders between SMART members, Local Authority Officers, and the Police. Members can use this app to share information regarding all manner of incidents, such as: Sharing CCTV stills, log an incident under a prolific offender, obtain statistics on the number of reports from one location or store, members can also send instant messages to alert other members of potential issues, there are many other features available also.</p>	Melton Mowbray
Mobile ANPR Camera	<p>Melton Police and the Safer Communities team have identified that Melton Boroughs ANPR capability needs more capacity to improve the intelligence picture, conduct targeted stop and searches and deter criminal activity coming into the area. I am proposing that the SMP purchase a mobile ANPR camera to allow the Police greater operational freedom to utilise this asset to target OCG's and county lines within</p>	Melton Mowbray



	the borough. The ANPR camera will be installed in an existing Police vehicle for the exclusive use within Melton Borough.	
Weekly Targeted Support Group for Young Girls	We have identified a small group of young girls that have various unmet needs and require concentrated inputs that are bespoke to them. So far we have supported two separate cohorts with huge success. The needs have been varied and include high risk CCE/CSE concerns. They are often open to various services, including Childrens Social Care, but had been refusing to engage. Some experience missing episodes, placing the girls in dangerous situations, where substance misuse was a feature and they were at risk of, or were already experiencing, exploitation. The young people are identified as being involved in an increase in criminal behaviour with prolific shoplifting and increased ASB.	Rutland
Response Fund	This is a much-needed support and response funding budget, which will allow the Safer Rutland Partnership to response to emerging patterns of crime, disorder and ASB. The funding will also support victims and alleged perpetrators with diversional activities (such as meaningful activities and training opportunities) to reduce harm and incidents within Rutland.	Rutland

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Police and Crime Panel for Leicester, Leicestershire and Rutland

21st April 2026

Police and Crime Plan Delivery Update (Q3)

Report Date	21 st April 2026
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 3 2025/26 (October - December 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.

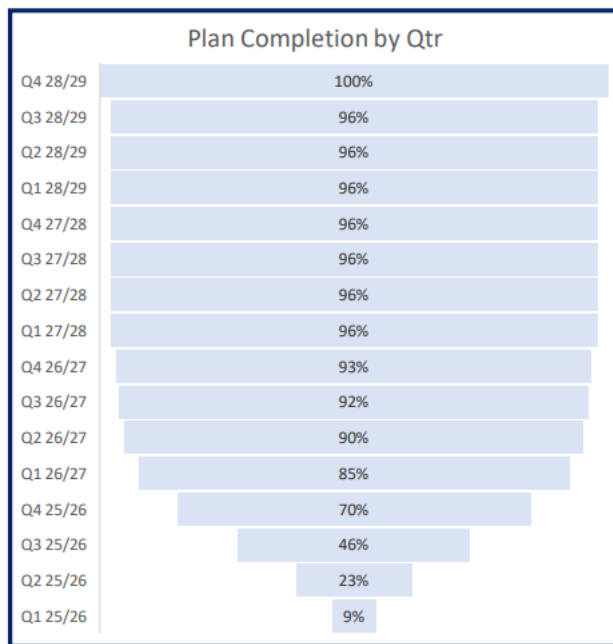
Police and Crime Plan Performance Framework

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 average service length for a PCSO was discussed by the board in relation to what is the expectation of the direction of this target. Originally the hypothesis was that the PCSO role was being used as a gateway into becoming an Officer, however data would suggest that this is not accurate and that there is consistency over the length of service for a PCSO within Leicestershire Police. The PCC requested that a comparison exercise is undertaken for Leicestershire Police against other Forces to determine if the metric for this action requires amending.
11. 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. The PCC has agreed to fund an uplift back into this programme and as such the volumes are likely to rise once a new solution is in place.
12. The number of casualties, row 57, this metric is showing a slight increase when compared to the baseline data. It is disappointing that this metric is currently showing an increase, particularly as the number of collisions has shown a reduction. The PCC has asked the team to source more clarity on the figures and what has caused this increase.

Delivery Board updates:

13. 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 monitored and progress to be tracked on a quarterly basis.
14. 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.
15. 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.



16. The latest delivery board to track progress and delivery was held on the 21st January 2026.

17. An Executive summary of the progress made to date is shown that was presented to the board is shown below:

- a. Overall, 29% of the plan has been completed to date over the first three quarters 2025/2025
- b. 14 Actions have been completed within the quarter
- c. There are a further 5 actions in progress
- d. A total of 33 actions has been completed to date.
- e. All new actions created during the last Delivery Board are on track for delivery

18. All updates and changes to delivery dates and action wording are closely tracked and monitored. Three changes were proposed and approved during the board meeting, this mainly consisted around moving actions in line with activity already ongoing in Force or in line with current funding opportunities.

Progress against the Delivery Strategies and Key Achievements from Q3

19. During quarter three a total of 14 actions within the Police and Crime plan have been completed, these include the following highlights.

- a. A recruitment and retention strategy for the OPCC to be produced
- b. A report to be brought to CGB to hold the Chief Constable to account on staff wellbeing
- c. Rural crime prevention advice made available on the OPCC website
- d. Detailed data profiles provided to CSPs to support with their funding initiatives
- e. Annual reports completed for scrutiny functions



20. 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.
21. **Workforce** – The Force currently present an annual report to the PCC on the recruitment and retention data relating to the force including what is being done to address any areas of concern.
22. In relation to the OPCC Recruitment and retention strategy, a workforce survey was undertaken within the OPCC in April 2025 and as a result a number of working groups were established to work through the themes and trends arising from the results.
23. Feedback from these working groups have now been fed into a strategy that was discussed and finalised at the OPCC away day. The new strategy documents how the OPCC will recruit, develop and retain skilled and valuable staff and is inclusive of an improve learning and development offer which has been built into the most recent budget proposals.
24. **Business Crime** – All Community safety partnerships have now been provided by two in depth problem profiles providing them with detailed data on the crime priorities in their areas. These have been separated as a serious violence profile, outlining those crime types that fall under the VRN’s definition of Serious Violence and then another profile which targets all other crime types (usually acquisitive/volume crime).
25. These profiles have been provided to the CSPs with the ambition of being able to provide more targeted initiatives on the problem crimes in each area, each CSP has been asked to spend a certain amount of their PCC budget to target the priorities across both profiles.
26. **Scrutiny and Legitimacy** – The annual reports of both the paid scrutiny panels have now been submitted and shared through both CGB and the Police and Crime Panel.
27. The PCC has responded directly back to the Ethics and Transparency panel regarding some recommendations made within their paper because of their work and will be progressing this through the work of the scrutiny panels and formal governance channels.
28. **Rural Crime** – Work has been ongoing throughout the year as part of the Community Action Programme (CAP) to provide a vast amount of toolkits and crime prevention advice to different communities across LLR. This quarter, the most recent of this advice and toolkits have been made available on the OPCC website. ([Rural Crime Toolkit](#))

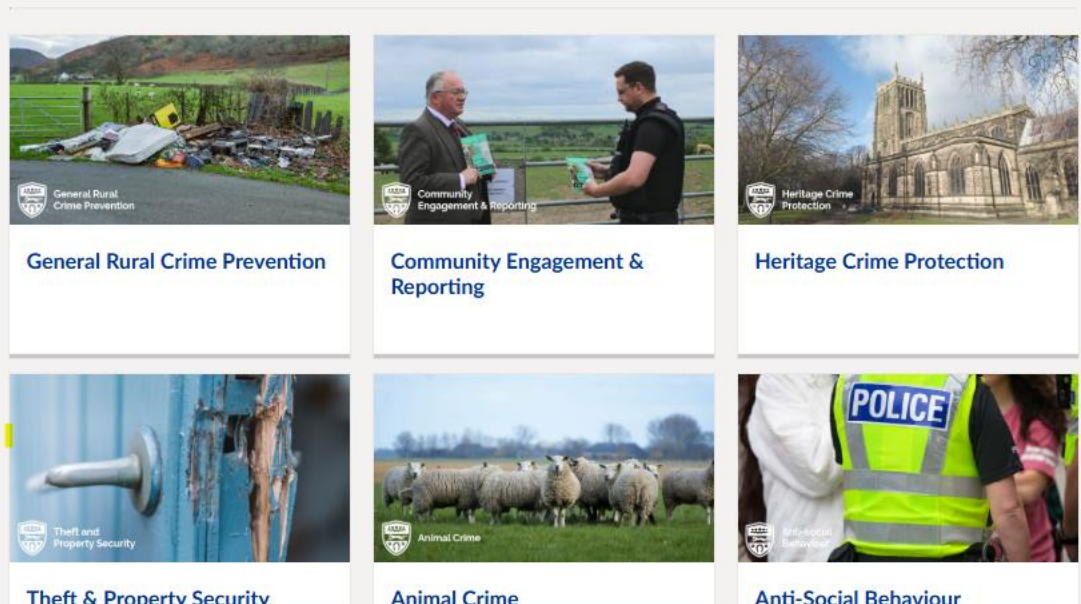
29. This advice is also regularly shared and promoted through the OPCC Social media channels.

The Rural Crime Toolkit is a comprehensive resource designed to support communities, landowners, and enforcement agencies in tackling a wide spectrum of rural crime. It provides targeted guidance across key areas:

- General rural crime prevention
- Community engagement and reporting
- Heritage crime
- Theft and property security
- Fuel and diesel protection
- Livestock safety
- Vehicle and machinery security
- Electric fencing
- Tools and metal theft
- Equine and tack protection
- Wildlife crime

The toolkit also addresses antisocial behaviours such as trespassing, joyriding, fly-tipping, and arson. Each section includes practical advice and is supported by a cost-effectiveness matrix detailing implementation cost, rollout time, maintenance needs, and expected impact, ranging from free and immediate solutions to long-term, high-investment strategies.

The toolkit is grounded in evidence from trusted sources such as Leicestershire Police, NFU Mutual and National Rural Crime Networks, ensuring users have access to reliable, implementable information tailored to rural environments. Links to the sources used are included at the bottom of each crime prevention page.



General Rural Crime Prevention

Rural communities face unique challenges due to their geographic isolation, dispersed populations, and limited infrastructure.

This section offers foundational strategies to deter crime across agricultural, residential, and commercial settings, prioritising vigilance, environmental design, and proactive security measures tailored to rural landscapes.

Intervention Type	Cost	Rollout Time	Maintenanc
Gates; hinges and bolts	Free / Low	Immediate	Low
Remove machinery keys; store in safes	Free / Medium	Immediate	Low
Hide or secure high-value equipment	Free / Medium	Immediate	Low
UV, DNA, or etching	Low	Immediate	Low
Alarms, CCTV, motion lighting	High	Medium-Term	Low / Medium
Steering and wheel locks	Low	Immediate	Low
Hedging or ditches (Restricting access)	Medium / High	Long-Term	Medium
Security signs	Low	Immediate	Low

Horizon Scanning

30. 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 published system of governance;
 - A VAWG behaviour change campaign that can be used across LLR;
 - Lived experience group;
 - Lobbying for adequate funding for support services for victims of domestic abuse and serious sexual violence;
 - Offender management and youth justice have a strong presence in the prevention strategy;
 - Continued improvements in the criminal justice board system;
 - A strategy for Environmental sustainability;
 - A report to the Corporate Governance Board on Staff Wellbeing;
 - Local projects developed to tackle speeding.
31. The next delivery board is scheduled for the 28th April 2026. The resulting update report will be brought to the Police and Crime Panel on the 29th September 2026.

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



Serial No	Delivery Strategy	Metric	Headline/Sub	Target/Expectation	Baseline 2024/25	Latest	Direction	RAG
1	Finances	Published Medium Term Financial Strategy (Annual figure)	Headline	Completed Y/N	Y	Y	↑	
2	Finances	Confidence in Police (CSEW)	Headline	Increase	65.9%	72.2%	↑	
3	The Police Estate	No. of places public can engage with staff	Headline	Increase	13	11	↓	
4	The Police Estate	No. assets that have had their visibility increased.	Headline	Increase	0	0	↔	
5	Workforce	Average length of service for a PCSO	Headline	Increase	9.5	8.6	↓	
6	Workforce	Staff satisfaction for OPCC (Annual figure)	Headline	Increase	46.0%	63.0%	↑	
7	Workforce	Staff satisfaction for Force (Annual figure)	Headline	Increase	62.7%	60.4%	↓	
16	Resources	Officer hours saved	Headline	Increase	200,000	188,000	↓	
24	Policing	Number of Neighbourhood Officers	Headline	Increase or maintain	664	700	↑	
25	Policing	Abstractions from N'hood Policing (%)	Headline	Reduce				
26	Policing	Police Community Understanding (CSEW)	Headline	Increase	56.60%	59.50%	↑	
27	Policing	Number of Neighbourhood Crime offences	Headline	Decrease	11,545	9,603	↓	
28	Policing	Outcome rate for Neighbourhood offences	Headline	Increase	4.40%	4.30%	↔	
31	Violence and Vulnerability	Incidences of murder and other homicides (rate per 1000 pop)	Headline	Decrease	0.004	0.006	↑	
32	Violence and Vulnerability	Offences involving a firearm (rate per 1000 pop)	Headline	Decrease	0.38	0.29	↓	
33	Violence and Vulnerability	Drug-related homicides (rate per 1000 pop)	Headline	Decrease	0.0017	0.0000	↓	
34	Violence and Vulnerability	Police referrals into drug treatment via required assessment	Headline	Increase	70	30	↓	
35	Violence and Vulnerability	Incidences of serious violence (adults/young people) (rate per 1000 pop)	Headline	Decrease	0.7	0.59	↓	
36	Violence and Vulnerability	Hospital admissions for assaults with knife or sharp object (rate per 1000 pop)	Headline	Decrease	0.026	0.021	↓	
41	VAWG	VAWG Defined offences (rate per 1000 pop)	Headline	Decrease	18.96	18.1	↓	
42	VAWG	Satisfaction with police among victims of domestic abuse	Headline	Increase	80%	77.0%	↓	
43	VAWG	Stalking and harassment offences (rate per 1000 pop)	Headline	Decrease	9.3	9.42	↑	
48	Rural Crime	Volume of Rural crime offences (rate per 1000 pop)	Headline	Decrease	0.59	0.49	↓	
49	Rural Crime	Positive outcomes for Rural Offences (rate per 1000 pop)	Headline	Increase				
52	Business Crime	Incidences of shoplifting (rate per 1000 pop)	Headline	Decrease	7.60	7.42	↓	
53	Business Crime	Incidences of shopworker assaults (rate per 1000 pop) - new metric to be collected from April 2026	Headline	Decrease				
54	Business Crime	Positive outcomes rate for Business crime offences	Headline	Increase	19.0%	17.0%	↓	
57	Road Safety	Number of Casualties	Headline	Reduce	100	127	↑	
58	Road Safety	Number of Collisions	Headline	Reduce	100.75	102	↔	
63	Neighbourhood Crime	Volume of Residential Burglary offences (rate per 1000 pop)	Headline	Decrease	2.75	2.24	↓	
64	Neighbourhood Crime	Volume of Vehicle Crime Offences (rate per 1000 pop)	Headline	Decrease	6.06	4.93	↓	
65	Neighbourhood Crime	Volume of Theft from Person offences (rate per 1000 pop)	Headline	Decrease	0.8	0.71	↓	
66	Neighbourhood Crime	Volume of Robbery offences (rate per 1000 pop)	Headline	Decrease	0.75	0.78	↔	
69	Supporting Victims	Level of Victim Code of Practice Compliance	Headline	Increase	87.7%	89.7%	↑	
70	Supporting Victims	Victim Satisfaction (Force)	Headline	Increase	75.50%	72.1%	↔	
71	Supporting Victims	Victim satisfaction (OPCC services)	Headline	Increase	97.50%	95.00%	↔	
76	Scrutiny and Legitimacy	Police do a satisfactory, good or excellent job (CSEW)	Headline	Increase	45.60%	48.30%	↑	
77	Scrutiny and Legitimacy	Police do a fair treatment (CSEW)	Headline	Increase	59.40%	62.20%	↑	
82	Effective Criminal Justice	Positive Outcome rate	Headline	Increase	13.9%	16.0%	↑	
83	Effective Criminal Justice	Volumes of Out of Court Resolutions	Headline	Increase	3575	3582	↓	



**POLICE & CRIME
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Police and Crime Panel

23rd June 2026

Update on the how the PCC and Force are implementing the recommendations that were provided as part of the Police and Crime Panel Tasking group S106 funding review.

Report Date	15 th March 2026
Report Author	Kira Knott, Chief Finance Officer
Security Classification	Not Protectively Marked

Purpose of Report

1. In his role as the Police and Crime Commissioner (PCC) the Commissioner is required to secure efficient and effective policing for Leicester, Leicestershire and Rutland, appoint a Chief Constable and hold them to account and to establish a Police and Crime Plan and deliver such a plan, set budget and precept.
2. The PCC brings this report to outline for the Police and Crime Panel how the PCC and Force are implementing the recommendations that were provided as part of the Police and Crime Panel Tasking group S106 funding review.

Request of the Panel

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

Background, Relevant Data and Trends

4. The Police and Crime Panel endorsed the recommendations in the Task Group report S106 review which was presented to the Police and Crime Panel on 14th December 2022. The recommendations were as follows:
 - A. The Force to take steps to repurpose s106 agreements that are no longer viable through liaison with local authority planning officers and developers to ensure that funding is secured.
 - B. The Force to produce a defined list of items to be linked to its Investment Strategy and which can be used for repurposing agreements.
 - C. The Force to progress work in partnership with planners and/or Community Safety Partnerships to align timescales and awareness of new larger developments and to co-ordinate needs with other infrastructure projects.
 - D. The Police and Crime Commissioner to provide for resource to enable establishment of sufficient officer support to the s106 area of work and to facilitate the spend of s106 monies and pursuit of new bids.
 - E. The Police and Crime Commissioner/Force to develop and introduce a monitoring system to enable oversight and management of all s106 agreements and to monitor use of monies received.
 - F. The Police and Crime Commissioner/Force to liaise with planning officers in determining any new method for future bids.

Update on Progress

5. The Force has robust processes and framework in place for the management of Section 106. Achieving drawdown of monies from agreement due to expire within the next 12 months is a key priority for the Force.
6. The following table sets out the current s106 agreements compared to two ago when the Police and Crime Panel commissioned a tasking group to review the S106 process.

S106 Agreements	12/07/2023 £	10/03/2026 £
Total value of all agreements	11,124,266	12,759,259
of which:		
Developments not yet started	2,933,094	1,342,434
Monies held by developers	2,030,052	4,778,562
Monies held by LA	2,663,377	1,930,400
Monies received by Leics Police	3,497,743	4,453,733
Agreements expired	-	20,119
Total monies spent	2,351,134	4,646,732
Total funds remaining	8,773,132	8,092,408

7. The force has identified a number of projects to maximise the use of S106 funding. The Force currently has £1.1m of agreements which are due to expire in 2026. The Force will continue to prioritise draw down from these agreements and identify suitable projects to fund.
8. S106 contributions are to be spent on 'capital items', not 'revenue-based' items. Innovation is recommended where possible, and no replacement items are proposed to replace worn out equipment. In respect to Estate or accommodation new, altered, or extended buildings fall within the suitable criteria. The other consideration is that S106 agreements are for the benefit of the residents of the development. This can be achieved by including Estate or equipment which provides a benefit to the area of the development or elsewhere within Leicester, Leicestershire and Rutland.

Local Authority Updates

9. The following table shows the total spent and the amount outstanding by local authority.

Local Authority	Total Agreements £	Total Spent £	Total remaining £
Blaby	3,195,040	- 1,294,118	1,900,922
Charnwood	4,029,725	- 771,737	3,257,988
Hinckley and Bosworth	1,402,368	- 187,284	1,215,084
Harborough	1,963,322	- 1,081,965	881,357
Melton	569,665	- 287,737	281,928
North-West Leicestershire	1,119,649	- 625,042	494,607
Oadby and Wigston	255,237	- 233,033	22,204
Rutland	204,132	- 165,816	38,315
Leicester City	-	-	-
Total	12,739,137	- 4,646,732	8,092,406

10. As the rules are so subjective, even within Leicestershire each local authority interprets them differently, and has different processes for accessing funding. The force approach to section 106 for each of these authorities differs dependent on specific need, but consists of regular operational, tactical and strategic level meetings. The force and the OPCC have been working with the local authorities to access funds.

11. Work is ongoing to align S106 future forecast with the needs of the Force. This includes identifying further projects in the NPA areas, identify smaller projects which fit the spending criteria for current agreements and align the strategic plans with current larger agreements which need to be drawn down over the medium to long term.

New bids

12. The Force have developed a structured approach to submitting new bids and accessing funds, including an agreed template designed with local authorities and a contribution formula which takes in to account population changes and crime statistics.

13. Work continues to strengthen and evidence the Force's S106 submissions. Meetings have been held with several councils to understand the reasons why police requests are being rejected and why planning reports continue to omit or misrepresent police comments. A number of local authorities are seeking legal counsel in reviewing Police S106 submissions. The Chief Constable has

also met with several local authority Chief Executives to find a clearer, transparent approach.

14. Since Jan 2025, 35 submissions totalling £6m have been made across Leicestershire, (excluding Leicester City and Rutland CC). A further population increase of 100,000 now predicted up to 2036.

Other Updates

15. The S106 Contributions Officer has submitted a response on behalf of the Force and OPCC on the National Planning Policy Framework (NPPF) review consultation. The opportunity to comment on the NPPF is welcomed and several critical areas where the Framework would benefit from clearer recognition have been emphasised,

Officer to contact:

Kira Knott, Chief Finance Officer

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

Your Communities - Your Commissioner

Police and Crime Panel

June 2026

Police Contact Demand

Report Date	10/03/2026
Report Author	Lizzie Starr, Director of Governance and Performance
Security Classification	Official

Purpose of Report

1. In his role as the Police and Crime Commissioner (PCC) the Commissioner is required to secure efficient and effective policing for Leicester, Leicestershire and Rutland and 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 secure efficient and effective policing for Leicester, Leicestershire and Rutland and holding the Force to account in relation to contact demand and calls performance.

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?
 - c. Would the panel consider supporting the PCC in the important role of lobbying central govt for changes to be made to single online home system?

Summary

4. The PCC believes the force to be performing adequately in managing contact demand given the pressures. While performance against the national 999 target has been maintained, the PCC does note with concern about the decline in 101 answering times and rising abandonment rates. Sustained improvement will require demand reduction through prevention, further exploration of digital solutions and permanent sustainable resource uplifting. The PCC will continue to work with the Chief Constable on this and wants to commend the Chief Constable, his team and especially the Contact Management Department (CMD) staff for the work they do.

Background, Relevant Data and Trends

Section 1 - Current overview of Force Demand:

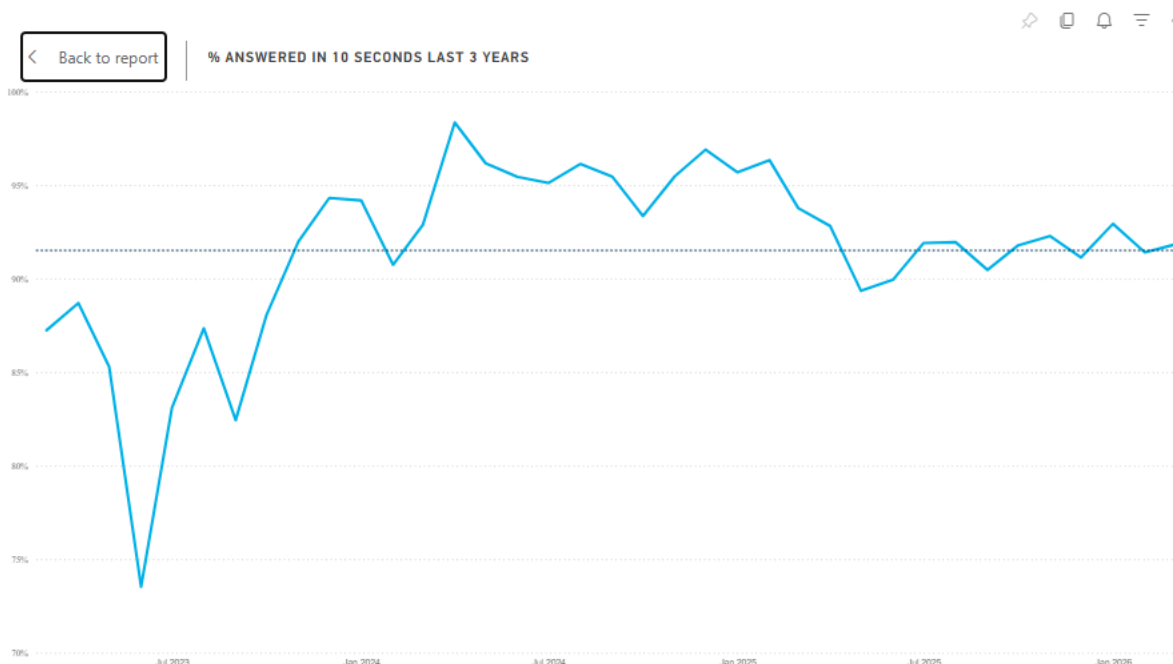
4. Nationally, police force are expected to answer 90% of 999 calls within 10 seconds, this is tracked nationally through data collected on [Police.uk \(999 performance data | Police.uk\)](#) .
5. There are local targets for the answering of non-emergency calls and also challenges nationally around the collection of this from different forces and

varying methods of calculating the time to answer across different forces. The force has introduced a number of additional local targets which are as follows;

- a. 75% of non-emergency (101) calls should be answered within 15 minutes
 - b. Abandonment rates to be kept under ~1% for 999 calls and less than 10% for 101 calls.
6. The table below demonstrates the increase in demand for emergency (999) calls in the 2025 calendar year compared to the previous year. This suggests there has been a 36% increase in the number of 999 calls to the control room.
 7. This increase indicates the significant increasing demand for the force over time, particularly at a time where more contact methods are being introduced.
 8. Whilst there has been a small reduction in the proportion of calls answered within 10 seconds, the performance of the control room has consistently been over 90% (the national target).

999 Calls performance	2024	2025	+/- vol	% change
Volume	148,957	202,344	+53,387	+36%
Answered within 10 secs	95.8%	92.2%		-3.6pp
Abandonment Rate	0.1%	0.3%		+0.2pp

9. The below chart shows the percentage of emergency calls (999) answered within 10 seconds over time. As indicated by the chart whilst there are monthly variations in performance due to demand spikes, the performance of the contact department has stabilised around the 91% mark since April 2025.



10. The table also suggests a slight increase in the volume of calls abandoned (local target is <1%), whilst there has been a slight decline in performance this is still significantly below the Force's internal target and relatively stable.

101 Calls

11. The table below demonstrates the increase in demand for non-emergency (101) calls in the 2025 calendar year compared to the previous year. This suggests there has been a 50% increase in the number of 101 calls to the control room.

101 Calls performance	2024	2025	+/- vol	% change
Volume	215,670	323,575	+107,905	+50%
Answered within 2 mins	79.1%	65.7%		-13.4pp
Abandonment Rate	9.0%	12.2%		+3.2pp

12. The table indicates a decline in performance across answering times and also percentages of calls abandoned, this is to be expected in part as the resources within the control room will be prioritised based on threat, risk and harm which will prioritise those calls coming in as emergency calls.
13. The abandonment rate whilst showing a decline in performance could also be explained by a number of callers hanging up and reporting via other methods, such as the Single Online Home platform as directed in the answer message.
14. There is currently no way of ratifying those who drop off the call and then choose to report via other platforms. The OPCC and Force Corporate Communications team have raised this with the national Single Online Home platform to see if an alternative measure could be introduced to enable forces to accurately model the transfer of calls to online reporting.
15. The 2024/25 financial year was reported by the Force of an exceptional performance year in relation to the answering times for 101 calls, and although there has been reductions in performance in the latest year, the Force is still amongst the better performing forces nationally, particularly against a context of rising demand and reduced staffing.

Online reporting

16. Over the 2025 calendar year the Force received over 73,000 reports from the Single Online Home form. 47% of these reports were classified as 'Crime' or 'Crime & Incident'.
17. This represents a +49% increase in forms from Single Online Home from 2024 as outlined in the table below.

Online reporting performance	2024	2025	+/- vol	% change
Volume	49,147	73,441	+24,294	+49%

18. With the introduction of the online platform, it was hoped that this would divert some demand away from the non-emergency platform, however in reality increases across all platforms have been observed.

Holding to Account:

19. The PCC has regularly been briefed on performance of the Force related to contact demand through either the weekly Force/OPCC roundtable or the Corporate Governance Board.
20. In 2023 temporary budget uplifts were approved by the PCC, enabling an investment of an additional 26 FTE (full-time equivalent) increase in contact handlers rolled over into the 2024/25 financial year.
21. The uplift cost approximately £1.2 million and enabled the force to stabilise performance whilst also recognising and responding to the lean position of our contact centre in comparison to other forces.
22. Additional staff were brought in using this funding to immediately improve 999 and 101 handling times. The results were very positive with both 999 and 101 answering targets being achieved throughout 2024/25 FY and initial contact satisfaction for voice rising into the 90% range.
23. However, due to the short-term nature of the funding and continued financial pressures, the 2025/26 budget reduced the additional FTE from 26 to 20.
24. The Commissioner recognises that sustained improved performance may well require a permanent uplift in resources, whilst simultaneously exploring how new technology and new ways of working might reduce demand or further investment in resources.
25. The Commissioner also recognises that without significant investment in prevention demand will continue to rise. Expanding staffing levels each year is not sustainable from either a financial nor an estate perspective. He will continue discussions with the Chief Constable on this issue.
26. In relation to the online reporting system, the PCC has sought assurance from the Force in relation to the accessibility of the online form and will be making

efforts to lobby for national changes within the system to increase use and improve analytics.

27. The PCC actively supports proactive social media messaging when the Force anticipate periods of high demand, including the 'help us to help you campaign'.
28. Overall, the Force is maintaining good performance despite the increase in demand and capacity constraints, However, the PCC is aware that the handling of emergency and non-emergency contact continues to present a risk to public confidence, if not addressed.
29. The PCC has taken steps to address the performance with oversight through Governance structures, investments in staffing and engagement with national system issues. Whilst it is acknowledged that this did drive improvement, this impact was limited due to funding constraints.
30. Looking forward the PCC will continue to review the service provided through the various forums, and work with the Chief Constable to consider long term solutions including sustainable resourcing, demand reduction through prevention and use of digital solutions.

Officer to contact:

Nupur Chamund- T/Director of Governance and Performance

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



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

Police and Crime Panel

23/06/2026

OPCC Commissioned Services Report

Report Date	14/05/2026
Report Author	Siobhan Peters, Director of Strategy, Partnerships & Commissioning OPCC
Security Classification	Official

Purpose of Report

1. In his role as the Police and Crime Commissioner (PCC) the Commissioner is required to commission services that meet the two statutory responsibilities of a. Supporting victims and witnesses and b. Prevention of crime to secure efficient and effective services for Leicester, Leicestershire, and Rutland. The PCC fulfils this responsibility through publicly commissioned services.
2. The PCC brings this report to outline for the Police and Crime Panel how he is fulfilling his duty by commissioning relevant services, that are regularly reviewed and amended to meet the needs of the residents of Leicester, Leicestershire, and Rutland, in particular those who find themselves the victims of crime.

Request of the Panel

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

Summary

4. It is the responsibility of the PCC to deliver services that are commissioned, legally procured, and continually reviewed to support the residents of Leicester, Leicestershire and Rutland, particularly where they have been a victim of crime. The PCC fulfils this responsibility through both commissioning and grant making mechanisms. This paper focuses only on commissioned delivery. The OPCC commissions and grant funds in line with all relevant legislation and guidance, details of how the OPCC commissions services can be found in the OPCC Commissioning Framework: [commissioning-framework-25-28.pdf](#)

Background

5. The PCCs currently commissions the following services:
 - 5.1 Victim First, a holistic victim support service delivered by Catch 22. The service offers support, on a consent-based model, to victims of all crime types except rape and serious sexual assault (RASSO) and medium and high-risk Domestic Abuse. There are specific support offers to children, to young people and to adults including restorative justice options where appropriate.

- 5.2 Helpline & Engagement Service (HES) delivered by FreeVa. Services support medium and high-risk victims of Domestic Abuse through Independent Domestic Violence Adviser (IDVA) support, from crime to court, dependent on the victim's needs. FreeVA also delivers Sexual Violence victim support services via Independent Sexual Violence Advisers and Children and Young People's Independent Sexual Violence Advisers (ISVA and CHISVA) to adult and child victims of RASSO respectively. The PCC commissions these services as a response to the statutory duty to provide for victims of Domestic Abuse and Sexual Violence (DASV), funded via grant from the Ministry of Justice.
- 5.3 Sexual Assault Referral Centre (SARC), co-commissioned with NHS England (NHSE) to offer RASSO forensic medical examination and evidence gathering, prophylactic health interventions, crisis worker support and onward referrals to fast track therapy counselling services. The OPCC concurrently co-commissions the East Midlands Children and Young Peoples Sexual Assault Referral Centre (EM CYP SARC) with NHSE and the OPCC's of Nottinghamshire, Derbyshire, Northamptonshire, and Lincolnshire.
- 5.4 Out of Court Resolutions (OOCR), a commissioned suite of interventions offered to perpetrators of crime delivering non-court options for handling low-level, often first-time offences. They provide swift, meaningful justice for victims, hold offenders accountable, and aim to reduce re-offending by addressing the root causes through interventions rather than prosecutions. This commissioned activity delivers on the OPCC responsibility to provide a Community Remedy document, a legally mandated list of actions that victims of low-level crime and anti-social behaviour (ASB) can choose from as an alternative to taking an offender to court. Introduced under the Anti-social Behaviour, Crime and Policing Act 2014, these documents empower victims by giving them a direct voice in the punishment and rehabilitation of offenders. [Community Remedy Document](#)
- 5.5 Substance Use Out of Court options, delivered by Turning Point. The PCC contributes to the substance use contracts of both Leicester City and Leicestershire & Rutland Substance Use Services, these are not directly commissioned by the PCC but by the Local Authorities (Public Health) and as such the PCC is not responsible for the specification, delivery or accountability of these services. The PCC commissions a discrete element of delivery, provided by Turning Point, to manage Required Assessments to engage those tested positive for drugs in the custody suite following a drug test on arrest (DTtoA) into treatment rather than the criminal justice system. Turning Point can also advocate for Drug Rehabilitation Requirements (DRR) or Alcohol Treatment Rehabilitation (ATR) orders as a community based OOCR alternative to sentencing to engage individuals into treatment programmes.

6. All commissioned contracts are reviewed through quarterly contract review meetings, supported by proportionate monitoring frameworks. The annual spend to Victim First is £500,000.00, the annual spend to Turning Point is £131,000.00 therefore monitoring reflects investment. In mobilisation and implementation phases of commissioned delivery, contract reviews will usually occur monthly for the first six months.
7. The commissioning team carry out regular internal reviews of services, including in the lead up to new commissioning which helps shape the specification of new services or programmes. Most recently the team reviewed OOCR and SARC delivery, currently both are in procurement periods with newly developed specifications and models of delivery driven by findings of internal reviews. The OPCC VAWG Lead is currently carrying out an internal review into local provision that prevents or mitigates the effect of Domestic Abuse on children and young people.

Impact of Commissioned Services Reviews

8. Victim First – the OPCC and the service measure impact via surveys to stakeholders and professionals and through Victim-Reported Outcomes (Standardised Questionnaires) which are used to measure the impact of support services on victims focusing on improved health and wellbeing, increased safety and perceptions of safety and feeling better equipped to cope and move forward. In Q3 2025/26 the service provided 1833 positive victim contacts (consented triage contacts) resulting in a 95.12% overall satisfaction rate. 349 individuals felt better equipped to cope and build resilience and 16 positive Restorative Justice outcomes were delivered. In the same quarter following review easy read sections were added to the Victim First website with downloadable resources and a specific 18–25-year-olds section was added to better meet the needs of this demographic. A stakeholder survey was conducted where partners found the referral processes easy to use and the team to be supportive and effective, while also highlighting some key areas to focus on, which will be planned into the 2026/27 forward plan. The highest volume of referrals for support by crime type are ABH Common Assault, Residential Burglary, Harassment and Criminal Damage (non-Arson).
9. Impact is also measured in numbers of repeat victims, where support has been insufficient, and a victim is referred or self-refers as a returner to support. Year to Date (YTD) monitoring identifies 220 of 9,876 eligible victims referred are repeat victims, 2.23%.
10. **DASV services** – As part of review work the OPCC tasked the commissioned provider to better understand the help seeking behaviour and outcomes of contact with the provider to demonstrate impact to those seeking support, this is conducted by dip sampling callers to respond to the following questions:

	Q1 2026-26	Q2 2025-26	Q3 2025-26
Is this the first time the caller has sought help?	Yes - 77/66% No - 40/44%	Yes - 33/69% No - 15/31%	Yes - 50/53% No - 44/47%
Did you find the call useful?	Yes - 114/97% No - 4/3%	Yes - 45/94% No - 3/6%	Yes - 91/97% No - 3/3%
Do you know where you can go to get help?	Yes - 119/96% No - 5/4%	Yes - 46/96% No - 2/4%	Yes - 94/100%
Do you feel better about the situation now you have told someone?	Yes - 109/96% No - 5/4%	Yes - 45/94% No - 3/6%	Yes - 88/94% No - 6/6%
Would you have called if we were not confidential?	Yes - 42/44% No - 54/56%	Yes - 15/31% No - 33/69%	Yes - 25/27% No - 69/73%

11. This information has supported the service to monitor calls to ensure that, particularly first-time callers are provided with a service that fosters confidence and engagement.
12. The service provider also demonstrates impact by onward referrals and support sourced; YTD (Q3 25/26) the service has referred 531 victims into Mental Health support, 170 into housing support (excluding refuge) and 160 to the MARAC (Multi-Agency Risk Assessment Conference) to ensure wraparound support and full risk recognition is in place for the highest risk victims.
13. Victims of the commissioned service Sexual Violence (SV) support are referred in through 50+ referral routes, YTD (Q3 25/26) has resulted in 748 referrals into support, YTD including:
- 44 x self-referrals
 - 414 x Police
 - 134 x SARCs
14. The most reported dissatisfaction in SV services, refers to the length of time RASSO victims wait for trial, which is on average nationally 417–499 days. LLR victims sit within and beyond the national average wait time. The impact for service providers significantly affects workers capacity as they hold cases for extended periods of time.
15. Victims supported through the commissioned SV service are asked for feedback on how they rate how well the service provides and receives pertinent feedback, following comment that feedback was sometimes sporadic, YTD shows 100% satisfaction in the domains measured:

Pro-actively notify service users of feedback avenues at multiple points of contact	100%	100%	100%
Offer multiple methods and channels for service users to feedback	100%	100%	100%

16. **SARC services** – LLR SARC has been delivered by the Police force with sub-contracting to Mitie to deliver the clinical and forensic examinations elements. In November 2025, Mitie invoked their right to terminate their contract at the end date of 30/09/2026 which would leave the SARC without forensic examination capability. The OPCC and Police alongside NHSE undertook a review of service delivery and published a PIN in January 2026 - Prior Information Notice (PIN) is a public notice used by contracting authorities to signal upcoming tender opportunities up to 12 months in advance. It enhances transparency, allows suppliers to prepare, and can shorten future tender timelines. PINs are not mandatory but are often used to test market interest.
17. The PIN returned several parties interested in tendering for the SARC, but only as a full provision, not a forensic sub-contract. On further review with NHSE a full procurement was agreed. Procurement opened 27/02/2026 and will close 27/03/2026. An award of contract has been made, but at the time of writing this report procurement is the standstill period and for reasons of confidentiality and negating possible challenge cannot be announced until the period is concluded, which is anticipated to be by the end of May 2026. An announcement of the successful provider will be released by the PCC's office in due course. The new model will commence 01/10/2026, following which the OPCC can furnish impact information after the initial six-month period.
18. The 2024 review of the SARC identified missed opportunities to engage victims when response officers, rather than SIGNAL (Specialist RASSO Officers) attend a call, especially where the callout was not initially reported as a RASSO offence i.e., victim reports an assault but on presentation officers identify a RASSO crime has been perpetrated. When victims chose not to attend the SARC they were excluded from other wraparound support and/or onward support referrals as no assessment of need had been conducted. In consultation with the SARC team and RASSO victims through the lived experience Voices Group, the PCC funded a GoodSAM initiative: Improving Rape Response – All victims of reported rape in LLR will be offered a contact call through GoodSAM (WhatsApp type platform).
19. When officers attend a report of rape, or where they identify rape in pursuit of another reported offence, they will outline the facilities and support available at the SARC. They will offer and initiate call with an on-call crisis worker (this can be phone or video) where the crisis worker can talk the victim through all options immediately available to them and ongoing support options. The crisis worker can make direct arrangements with the victim to attend the SARC when suitable, and advice on forensic evidence gathering and conduct a triage needs assessment. If the victim attends, they will have a known contact on presentation. If the victim chooses not to attend, the SARC will initiate follow up support regardless of absence of forensic examination. Whatever the outcome of the SARC contact the victim will be enabled to make an informed choice and their interaction will be victim focused and in line with all best practice. This offer

is available 24 hours, 7 days a week. In the 14 months to date, the initiative has:

- Delivered 130 interventions that otherwise would not have had full SARC services available to them, resulting in
- 23 x Victims attended the SARC within timescales.
- 12 x Appointments booked for victim to attend the SARC at a later time.
- 4 x Didn't attend the SARC but referrals made.
- 5 x SARC attendance offered but declined.
- 3 x SARC not applicable in this instance.
- 30 x Support given.
- 24 x Check in call completed.
- With 34 contacts made during a live incident.

Out of Court Resolutions (OOCRs)- The OPCC, until March 2026, commissioned three providers to deliver OOCRs: Ingeus deliver interventions to 18 – 25-year-old males, New Dawn New Day deliver interventions to female offenders and Hampton Trust CARA deliver interventions to first time, standard risk Domestic Abuse Perpetrators.

20. For an OOCR to be issued there must be an admission of guilt from the offender. The office undertook a review of services in early 2025 which identified good work and positive outcomes but showed significant areas for improvement; whilst the three areas delivered met the greatest needs and followed the evidence of where OOCRs could be best placed, there were gaps in provision, for example offenders not in the designated age group, while small numbers these were not served.
21. The model of commissioning did not capture impact, it was difficult to evidence if offenders went on to repeat or commit new offences. This review led to a series of consultations, with providers, the Police and lived experience groups, which resulted in the decision to procure a new combined model of OOCR delivery, including the PCC increasing his financial support from 152K per year to 199K.
22. This model has been in procurement since December 2025 and concluded in March 2026. Following this procurement contract was awarded to Ingeus in partnership with Hampton Trust, which will offer an all-offence model, with priority groups being 18–25-year-old males, female offenders and first offence Domestic Abuse offenders. The new model incorporates Offender Pay options for lesser offences such as theft and minor criminal damage. The new commissioned model began on 01/05/2026.
23. Substance Use DToA and OOCR – Interventions provided by Turning Point were supported by a significant investment from the Home Office until 2024/25, when all funding ceased (Year 1 200k, Year 2 150k, Year 3 25k, Year 4 0k). An

internal OPCC review identified that in order to support DToA and subsequent OOCR delivery the previously commissioned PAVE Mental Health triage element would cease, and all funds would concentrate on custody testing and diversion to treatment through OOCRs to try and mitigate the shortfall. A significant decrease was evidenced post the Home Office funding reduction:

Monthly Average	With Enhanced HO Funding	Current Provision (Q3 2025)	Change
People identified as suitable for any form of intervention	280	241	-14%
Drug tests carried out	95	24	-75%
Positive tests	52	12	-77%
Required Assessment booked (Referral into treatment)	43	9	-79%
Required Assessments attended	32	5	-84%
% of Required Assessments attended	74%	51%	-23%
Waiting time for Required Assessments	5 days	7 days	+ 2 days
Naloxone issued from custody	22	1	-95%
Entries into treatment	22	7	-68%

*A Required Assessment (RA) is the triage appointment with the Drug Services Provider (Tuning Point) to engage individuals into treatment and possible OOCR to prevent and reduce further crime.

24. Following the internal review, the PCC has made available an increase in funding of 200K over years 2026-27 and 2027-28 this will considerably raise capacity to DToA and a subsequent reduction in drug related crime. This will raise funding levels to Year 2 of previous enhanced delivery and will commence May 2026.

25. The main measures of impact focus on the numbers tested that are offered and take up a treatment option - Community Sentence Treatment Requirements (CSTRs), court-ordered community sentences for offenders with mental health, drug, or alcohol needs. They aim to reduce reoffending by addressing underlying causes through treatment rather than custody, involving partnerships with probation and substance use provider services. Impact is also measured on the number of those who return to treatment or the criminal justice system following a CSTR, with the lowest number of returners representing the highest impact.

- Modality starts - total number of recorded ATR, DRR's each month.
- Modality end (all) – number of closures to CSTR modalities, including dropouts, unplanned exits etc. over a 12-month rolling period.
- Successful modality end – when an ATR, DRR has successfully ended. Over a 12-month rolling period.
- No. with subsequent episode – the number who had previously been closed but return to an ATR or DRR.

Leicester	Jan-25	Feb-25	Mar-25	Apr-25	May-25	Jun-25	Jul-25	Aug-25	Sep-25	Oct-25	Nov-25	Dec-25	Total
Modality Starts	16	10	9	9	11	8	17	14	11	16	12	10	143
Modality Ends (all)	5	11	9	11	11	8	10	8	10	13	10	17	123
Successful Mod End	3	2	4	2	3	2	0	1	0	2	1	1	21
No. with subsequent episode	1	1	2	0	2	0	0	0	0	0	0	0	6

Leicestershire	Jan-25	Feb-25	Mar-25	Apr-25	May-25	Jun-25	Jul-25	Aug-25	Sep-25	Oct-25	Nov-25	Dec-25	Total
Modality Starts	12	7	9	7	10	11	14	14	16	9	13	8	130
Modality Ends (all)	5	4	7	11	7	8	14	6	8	16	11	6	103
Successful Mod End	4	0	2	5	2	2	0	2	2	3	1	0	23
No. with subsequent episode	2	0	0	0	0	1	0	1	1	1	0	0	6

Rutland	Jan-25	Feb-25	Mar-25	Apr-25	May-25	Jun-25	Jul-25	Aug-25	Sep-25	Oct-25	Nov-25	Dec-25	Total
Modality Starts	0	0	0	0	0	0	0	0	0	2	0	0	2
Modality Ends (all)	1	0	0	0	0	0	0	0	0	0	1	0	2
Successful Mod End	0	0	0	0	0	0	0	0	0	0	0	0	0
No. with subsequent episode	0	0	0	0	0	0	0	0	0	0	0	0	0

Drug Test on Arrest for the period of Jan-25 to Dec-25:

- 2915 people identified within custody as likely having a substance use need.
- 324 of these were believed to be opiate/crack users not currently in treatment (viable testing candidates).
- 124 of this cohort were referred into treatment/initial assessment after a positive test.
- 95 people entered treatment via the custody pathway
- The increase in DToA funding will be monitored to evidence impact on numbers tested, referred for OOCRs and to explore causal results in acquisitive crime.

26. The OPCC contributes to the Turning Point Substance Use contracts for both the city and the county and Rutland, of £219,287.00 and £111,856.00 per annum respectively. The OPCC is not the commissioner of either of these services, the respective Public Health bodies of each Local Authority are the commissioners. The OPCC attends the quarterly contract review meetings of the two services for openness and advice. The reporting mechanisms and Performance Management Frameworks are the property of each Local authority's Public Health department.

Officer to contact:

Siobhan Peters, Director of Strategy, Partnerships & Commissioning

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

Police and Crime Panel for Leicester, Leicestershire and Rutland

June 2026

Local Criminal Justice Board Update

Report Date	June 2026
Report Author	Claire Trewartha, Chief Executive Officer and Michaela Kerr, T/Deputy Chief Constable.
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 activity of the Local Criminal Justice Board. A previous report came to the Panel in March 2025, an update was requested for April 2026. As that meeting was postponed it is being presented, instead, in June 2026.

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.

Summary

3. Significant changes have occurred in the national policy landscape relating to early release. Initial high-volume “tranche” releases introduced in 2024 have largely been replaced by a more continuous and controlled approach. The Sentencing Act 2026 (Autumn 2026) will introduce a more structured and permanent early release framework, with most standard determinate sentences allowing release at around one-third of sentence length, subject to compliance.
4. Leicestershire and Rutland’s LCJB has made measurable progress against the recommendations set out in March 2025. This includes piloting a thematic board focused on domestic abuse, which highlighted pressures in case demand, safeguarding, and system performance, and reinforced the need for evidence-led, partnership-based responses. In parallel, a stronger emphasis has been placed on prevention and diversion, including the commissioning of a new Out of Court Resolution service designed to reduce reoffending, deliver rehabilitative support, and ease demand on courts and prisons.
5. A key development has been the creation of a new LCJB strategy, developed collaboratively across partners and underpinned by a clear governance model and Theory of Change. This has resulted in three priority workstreams: Preventing Reoffending, Supporting Victims and Witnesses, and Delivering an Effective and Efficient System. Together, these aim to reduce repeat offending, improve victim experiences, and enhance system performance through better coordination, data use, and operational efficiency. This approach reflects a shift toward measurable outcomes and long-term system improvement.
6. Following the temporary arrangement, the co-chair of the LCJB will now move away from the Chief Executive and to the Deputy Police and Crime Commissioner, Mr Oliver Bryan. The Commissioner is grateful to the Chief Constable for his continued support in enabling the Deputy Chief Constable to continue in the co-chair position alongside Mr Bryan.

Report

7. The Panel requested an update report that covered:
 - A. A breakdown of reoffending rates relating to the prison Early Release Scheme.
 - B. Information regarding future tranches of the prison Early Release Scheme once the strategy was clear.
 - C. Overview of progress relating to recommendations outlined within the Local Criminal Justice Board Update report (March 2025).
 - D. An overview of the governance and scrutiny model relating to the Early Release Scheme.

Request A: A breakdown of reoffending rates relating to the prison Early Release Scheme.

8. Whilst this paper has specifically focussed on reoffending rates relating to the Early Release Scheme, data regarding wider reoffending rates is also collected, reviewed and responded to by Leicestershire Police.
9. The Force has developed Key Performance Indicators specific to Integrated Offender Management re-offending, reduction in repeat victim and reduction in repeat perpetrators, which are scrutinised in the Quarterly Prevention and Partnerships Board Co-Chaired by the Deputy Chief Constable and OPCC Chief Executive Officer
10. This enables the Force, and partners within the LCJB, to compare performance and impact across offending cohorts and identify appropriate single or joint agency response plans
11. Reoffending following the issuing of an Out of Court Resolution is currently at a low of 4%, and reoffending during Integrated Offender Management involvement has seen a sustained downwards trajectory across the last 6 months, with only two individuals from within the cohort reoffending across each of the last 3 months, and just one in April 2026. This reflects a 90% reduction on the same time last year, where 20 offenders reoffended.

Request B: Information regarding future tranches of the prison Early Release Scheme once the strategy was clear.

12. The use of early release schemes within the prison system in England and Wales has evolved rapidly in response to sustained capacity pressures across the prison estate.
13. In September 2024 SDS40 introduced the use of staged “tranches” of releases. The first tranche commenced on 10 September 2024 and applied primarily to prisoners serving sentences of less than five years. A second tranche followed on 22 October 2024, extending eligibility to certain prisoners serving longer sentences. These tranche releases were characterised by high-volume, single-day discharges

followed by a continued flow of releases as recalculated eligibility dates were reached.

14. As far as we are aware there are no future plans for any further tranche-based phases. Instead, the policy approach shifted during 2025 toward expanding eligibility within existing frameworks and increasing the use of other forms of early release, such as Home Detention Curfew (HDC). This had the effect of moving away from discrete, mass-release events toward a more continuous flow of releases across the system.
15. The strategic direction of policy has since changed with the Sentencing Act 2026, which is intended to replace emergency early release schemes with a more structured and permanent model. Under this framework, most individuals serving standard determinate sentences will become eligible for release at around one-third of their sentence, subject to compliance with behavioural and rehabilitative requirements. For more serious offences, earlier release thresholds are also adjusted, although these remain more restrictive. The new model is expected to be rolled out progressively from Autumn 2026.

Request C: Overview of progress relating to recommendations outlined within the Local Criminal Justice Board Update report (March 2025).

16. The following recommendations were made in the March 2025 paper that was presented to this Panel. An update against each of these recommendations is provided below:

Recommendation One: A trial of a specialist and thematic LCJB to focus on domestic abuse and good practice, in accordance with the Domestic Abuse Commissioner’s recommendations.

17. This took place in December 2025. There was a detailed discussion of emerging pressures within domestic abuse (DA) and sexual offence (RASSO) cases, supported by a data pack. The board noted a rise in individuals on bail or released under investigation, alongside concerns about repeat offending and the effectiveness of current safeguarding approaches. There was a strong emphasis on understanding the root causes behind these trends and ensuring that any response is evidence-led. Members highlighted the importance of diversionary approaches, with ongoing work to expand early intervention and out-of-court resolutions, especially through partnership working at the custody stage.
18. The discussion also covered system performance and process improvements across the criminal justice pathway. Updates included increased use of early advice from CPS, efforts to improve case timeliness, and planned court initiatives such as early trial plea processes for straightforward domestic abuse cases. Performance data showed mixed results, including lower-than-target triage acceptance rates and regional variation in conviction performance, prompting debate about balancing efficiency with fairness in prosecution decisions. There was also recognition of data quality issues and the need for better insight into outcomes, particularly around conviction rates and trial attrition.

19. Overall, the item reflected a shift toward deeper analytical understanding of demand and outcomes, alongside practical steps to improve early intervention, case management, and partnership coordination.

Recommendation Two: A continued strategic approach to tackle our collective Prison overcapacity issue and share the good practice of Operation Drakeful.

20. The Leicestershire Local Criminal Justice Board (LCJB) has maintained a continued strategic focus on addressing prison overcapacity through both demand reduction and system efficiency measures. Partners have prioritised earlier intervention and diversion, including expanded use of out-of-court resolutions and joint decision-making panels, particularly for lower-level and first-time offenders. This approach is aimed at reducing unnecessary custodial demand while maintaining public confidence and safeguarding outcomes.
21. In parallel, the partners have strengthened oversight of remand and case progression, recognising the impact of delays on custodial pressures. Work to improve timeliness, through increased early advice from the CPS, enhanced case file quality, and court process improvements such as early plea initiatives, forms a key part of reducing time spent in custody and avoiding unnecessary escalation into the prison system.
22. Good practice from Operation Drakeful has been shared across partners, particularly its focus on coordinated early intervention, problem-solving for repeat offenders, and multi-agency working to address underlying drivers of offending. Partners are considering how these principles can be embedded more consistently across local pathways, including at the custody stage and within neighbourhood and offender management approaches.
23. Next steps include deepening the partnership's understanding of repeat demand (including the "revolving door" cohort), strengthening data sharing across agencies, and ensuring that local delivery aligns with national policy developments relating to prison capacity and sentencing.

Recommendation Three: Strategic focus on crime prevention, out of court resolutions and VRN to reduce pressure on our Crown Courts and Prisons.

24. In April 2026, the Leicestershire OPCC awarded a new Out of Court Resolution (OOCR) service contract to Ingeus following a competitive tender process. The contract runs initially to March 2028 (with an option to extend to 2029) and provides a single, lead provider responsible for delivering diversionary interventions for adults committing low-level or first-time offences.
25. The new service is designed to offer a constructive alternative to prosecution, enabling individuals to take responsibility for their behaviour while avoiding unnecessary criminalisation. It focuses on:
- a. Early intervention at the point of offending

- b. Tailored, rehabilitative support to address underlying causes (e.g. lifestyle, relationships, wellbeing)
 - c. Restorative and reparative approaches, including victim-focused outcomes
 - d. Supporting long-term behaviour change to reduce reoffending and demand on the system.
26. Delivery is partnership-based, with Ingeus working alongside specialist organisations to provide targeted interventions for key cohorts (including women, young adults, and domestic abuse perpetrators).
27. The recommissioned model moves to a single, accountable provider, improving consistency, governance and quality assurance across Leicester, Leicestershire and Rutland. This ensures clearer performance management and alignment with national OOCR frameworks and local priorities.
28. The new service goes beyond transactional outcomes (e.g. issuing a caution) by embedding structured interventions designed to change behaviour, tackle root causes and support desistance. This reflects growing evidence that OOCR approaches that address underlying needs are more effective at reducing reoffending.
29. The Ingeus model explicitly prioritises early diversion, intervening at a point when individuals are most receptive to change. This helps prevent escalation into more serious offending and reduces pressure on courts and prisons.
30. Unlike more generic previous arrangements, the new service provides bespoke pathways for different cohorts, including Women-specific interventions, young adults (18–25) and domestic abuse perpetrators (with clear safeguarding parameters). This more targeted approach improves engagement and effectiveness, particularly for individuals with complex needs.
31. The model strengthens the role of victims, offering opportunities for reparation, restorative justice, and quicker resolution. Evidence shows victims often prioritise timely outcomes and reduced reoffending, both of which OOCRs can deliver more effectively than court processes.

Recommendation Four: Four to Eight

Further analysis of our local strategy to improve the victim journey and the child victim journey from reporting of the offence until release.

Further reinforcement of our strategy surrounding child victims and a deep dive into improvements with recommendations to ensure that children are not experiencing delays in their formative years.

Revisit HMP Stocken in the next quarter and our other prisons to consider further VRN work and champion further prisoner support programmes including community mentorship.

A prison leaver task group led by the LCJB chair in conjunction with key stakeholders, exploring the effect of housing availability for prisoners resettling in our area

LCJB strategy planning session and to co-develop a strategic action plan with all our partners.

32. These recommendations have all been picked up through the setting of a new strategy that will be delivered over the next two years.
33. The development of this strategy has been a structured, iterative process involving all key partners. An LCJB Strategy Day in September, highlighted the need for a clearer strategic direction, stronger use of data to drive action, and a more defined governance structure to coordinate partnership activity.
34. Following this, a draft Theory of Change (ToC) and proposed governance model were developed and presented to the Board in December. Discussions at that meeting focused on how the LCJB should position itself within the wider partnership landscape, with particular emphasis on avoiding duplication with existing forums and strengthening feedback loops. Members highlighted the importance of clarifying the Board's strategic role, ensuring it acts as a conduit between national and local priorities, and enabling it to escalate issues and influence delivery through existing structures. There was also a clear steer that the strategy and objectives should move beyond data-sharing to driving measurable system improvements.
35. The ToC was subsequently refined and brought back to the Board in February, where further detailed discussion took place on both governance and delivery. At this stage, there was broad agreement on a revised structure built around three core workstreams, with clarity provided on leadership, reporting arrangements and alignment to existing partnership boards. The Board also worked through the emerging theories of change for each workstream, including their intended aims, outputs, outcomes and performance measures, with members emphasising the need for realistic prioritisation, meaningful metrics, and a stronger focus on tangible system impact.
36. As a result of this iterative process, three core LCJB workstreams have now been established: **Preventing Reoffending, Supporting Victims and Witnesses**, and **Delivering an Effective and Efficient System**.
37. The Preventing Reoffending workstream is focused on developing a jointly owned strategy to reduce reoffending, improving pathways such as accommodation, substance use treatment, and education and training, and strengthening integrated offender management. Its deliverables include a published strategy, clear partnership agreements, and measurable reductions in reoffending rates and repeat offending.
38. The Supporting Victims and Witnesses workstream aims to deliver a more coordinated, end-to-end support offer, improving communication, consistency and compliance with the Victims' Code of Practice. Key outputs include a

comprehensive needs assessment, improved information and pathways for victims, and strengthened mechanisms to address gaps in provision. The intended outcomes are improved victim experience and satisfaction, reduced attrition, and a more equitable and trauma-informed service across all agencies.

39. Finally, the Effective and Efficient System workstream is designed to improve the overall performance of the criminal justice system by addressing delays, case progression, and file quality. It aims to reduce backlogs, improve timeliness, and increase the effective use of technology and data. Deliverables include strengthened multi-agency working, defined performance metrics (such as attrition rates, conviction rates and timeliness), and coordinated action to address systemic issues, ultimately leading to improved outcomes and increased public confidence in the justice system.
40. Headline metrics have been assigned to each of the workstreams to monitor progress and impact. Many of those metrics are based on data that is provided from the wider partnership for that purpose only and so can not be brought into a public meeting.

Request D: An overview of the governance and scrutiny model relating to the Early Release Scheme.

41. The Local Criminal Justice Board (LCJB) provides an opportunity for partners to ensure that there is strategic oversight, ensuring that prisoner release is understood as a whole-system issue rather than a single-agency responsibility.
42. The partnership provides a forum to ensure that information is shared on system-wide impacts, including:
- a. Demand on policing (e.g. recall, breaches, safeguarding concerns)
 - b. Probation capacity and offender management
 - c. Court timeliness and remand pressures
43. Day-to-day governance sits with operational multi-agency groups, typically involving Police, Probation, Courts, CPS and prisons.
44. Overall, governance arrangements in place provide clear multi-agency oversight from operational through to strategic level. This ensures that the impact prisoner releases is actively managed locally, while maintaining alignment with national requirements and wider criminal justice system pressures.

Officer to contact:

Claire Trewartha – CEO

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



**POLICE & CRIME
COMMISSIONER**
for Leicester,
Leicestershire & Rutland
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Police and Crime Panel for Leicester, Leicestershire and Rutland

June 2026

Deputy Police and Crime Commissioner Engagement and Lobbying

Report Date	June 2026
Report Author	Oliver Bryan – Deputy Police and Crime Commissioner
Security Classification	Official

Purpose of Report

1. In his role as the Police and Crime Commissioner (PCC) the Commissioner may appoint a Deputy Police and Crime Commissioner (DPCC) to assist him in delivering his role.
2. The DPCC brings this report to update the Panel on the activities carried out since appointment, as outlined in the Confirmation Papers considered by the Panel.

Request of the Panel

3. The PCC requests that the Panel scrutinise the contents of this report. DPCC Bryan will be in attendance at the panel meeting to respond to any questions.

Background and Appointment

4. In Autumn 2025 the PCC requested that Oliver Bryan take on the role of Deputy Police and Crime Commissioner with a specialist focus on Engagement and Lobbying.
5. The Police and Crime Panel considered the proposed appointment and determined that Mr Bryan understood the role, met the criteria and would be fully committed to carrying out his duties.
6. The Panel noted that Mr Bryan was clearly competent, with a good level of experience in engagement and lobbying, partnership working and prior experience of working within the OPCC.
7. The Panel observed that whilst Mr Bryan demonstrated an understanding of operational and personal independence from the PCC, this would be an area to maintain awareness of. They also identified onboarding needs in relation to gaining a wider understanding of the diversity of communities within Leicester, Leicestershire and Rutland and their different needs.
8. In response to those observations: Mr Bryan welcomes the Panel's constructive scrutiny and takes those observations seriously. On community diversity, Mr Bryan has undertaken relevant training and has continued to meet with community leaders and representatives across the full breadth of LLR communities. On personal independence, Mr Bryan is mindful of the need to bring an independent and evidence-based perspective to his role, and the challenge work described in this report, particularly in relation to national police reform, demonstrates a willingness to take and advance positions on the basis of evidence rather than simply deferring to any single view. This was also displayed during the budget process with which panel members will be familiar.

9. Following his appointment, the scope and commitment of the role was revised from two and a half days per week focused on engagement to a four day per week more formal deputy role, reflecting both the scale of the challenges facing policing nationally and the PCC's confidence in Mr Bryan's capacity to contribute more broadly.

Role and Responsibilities

The PCC outlined the responsibilities as follows:

Specialist

10. Leading engagement and lobbying activity on behalf of the OPCC, representing the interests of Leicester, Leicestershire and Rutland in national policing debates and reform processes.
11. Building and maintaining relationships with key stakeholders, community leaders and partner organisations across the region.

Generic

12. Supporting the PCC to drive the delivery of the Police and Crime Plan.
13. Providing support in respect of holding the force to account, by attending meetings with force personnel, deputising for the PCC in his absence and supporting the improvement of OPCC assurance activities.
14. Supporting the PCC in attendance at the Police and Crime Panel to ensure that the Panel can support and challenge effectively.
15. Supporting partnership working on behalf of the PCC.

Activities – Summary of the First Six Months

Stakeholder and Community Engagement

16. A priority from the outset has been building productive working relationships with the full range of senior stakeholders across the force area. This has included senior officers at Leicestershire Police, elected representatives, senior local authority officers and community and voluntary sector leaders.
17. Meetings have taken place with community leaders representing a wide cross-section of Leicester, Leicestershire and Rutland's diverse communities, with a particular focus on groups that are sometimes less visible in formal consultation processes. This work directly addresses the onboarding priority identified by the Panel.
18. These relationships are the foundation for effective engagement and lobbying. I want to ensure that the voices and concerns of LLR communities are accurately understood and faithfully represented in national and regional forums.

Deputising and Representation

19. Mr Bryan has deputised for the PCC across a wide range of meetings, panels and forums, maintaining continuity of representation and ensuring the OPCC's voice is consistently present.
20. This has included attending conferences and formal consultations across the country on the PCC's behalf, ensuring Leicester, Leicestershire and Rutland's interests are represented in national policy discussions.
21. This broader deputising role, beyond the original engagement brief, has been a significant element of the expanded four-day-per-week commitment. This has also included radio interviews and media work.

Lobbying and Written Representations

22. Formal written representations have been made to the Secretary of State for Justice, the Home Secretary, and the Policing Minister on a range of current reform issues. These letters have been carefully drafted to set out LLR's position clearly, with supporting evidence and to register disagreement with elements of proposed reform on the public record.
23. The correspondence has covered the most significant current policing policy debates, including force restructuring, the proposed abolition of the Police and Crime Commissioner model, neighbourhood policing and accountability frameworks.
24. Written lobbying has been coordinated with other PCCs and DPCCs where shared interests exist, strengthening the collective voice of smaller and medium-sized forces.

National Collaboration with Other PCCs

25. A notable strand of work in the period has been collaborating with other Police and Crime Commissioners to develop a coordinated, evidence-based challenge to the proposed police reform programme, specifically the proposed merger of forces and the abolition of directly elected PCCs.
26. This collaborative work has enabled PCCs to punch above their weight in national debates, combining the weight of multiple voices with rigorous shared evidence.

Challenge to National Police Reform Proposals

27. The most significant single engagement activity of the period was participation in the Government's review of police force structures, including attendance at the Roundtable held at Leicestershire Police HQ with Lord Hogan-Howe.
28. Mr Bryan prepared and advanced a detailed, evidence-based challenge to the force merger and PCC abolition proposals. The principal lines of challenge were:
 - a. Process legitimacy — the decisions appeared to have been made before consultation began, raising serious questions about whether the process was a genuine consultation or a post-hoc exercise. Specifically, PCCs and their offices

were not consulted before the decision to force mergers and abolish the PCC model was announced.

- b. The evidence base — the merger proposals rest on projected efficiency savings that are not supported by comparable international evidence. In Scotland, the merger of eight forces into one was projected to deliver £1.7bn in savings. The IT reform element alone failed to deliver £200m of projected gains and was condemned by the Scottish Parliament's own Justice Committee for poor financial management and unclear lines of responsibility.
 - c. Existing collaborative models — forces across England and Wales are already demonstrating that efficiencies can be achieved without costly restructuring. Thames Valley and Hampshire share road and canine units; Warwickshire and West Mercia share neighbourhood policing teams. The case for full merger rather than deeper collaboration has not been made.
 - d. Neighbourhood policing — when the Metropolitan Police merged its 32 borough commands into 12 larger units in 2017 on efficiency grounds, Baroness Casey's independent review found that the force had become disconnected from Londoners, with neighbourhood policing stripped back. The Met's own Turnaround Plan then had to make restoring local policing its first priority. After the Scottish merger, twelve out of thirteen local divisions ended up with fewer officers on the ground.
 - e. Democratic accountability — abolishing PCCs removes the only directly elected check on policing in England and Wales. The proposals do not provide a convincing answer to who replaces that democratic function, particularly at a time when public confidence in policing is declining.
 - f. Transition costs and risk — the full transition costs relating to IT, estates, redundancy, rebranding, restructuring have not been transparently set out, nor has any robust answer been provided as to who bears the risk if projected savings fail to materialise and there is a dip in overall performance.
 - g. The central contradiction — centralisation is frequently driven by the belief that bigger is more efficient and cheaper. The evidence from both Scotland and London demonstrates that it frequently delivers neither, whilst actively damaging the local accountability and community trust that effective policing depends on. Making forces larger and more remote is difficult to reconcile with the Government's own stated ambition of rebuilding public trust in policing.
29. The majority of these challenges did not receive a substantive response at the Roundtable. Where responses were given, the Government's representatives indicated they would revert in writing on the specific evidential questions raised — those responses are awaited.
30. It is worth noting that the challenge to neighbourhood policing is particularly hard to rebut: it was the Government's own commissioned reviewer, Baroness Casey, who identified the Metropolitan Police merger-within-a-merger as a mistake.

31. Mr Bryan will continue to pursue these lines of challenge through written submissions, further roundtables and the collaborative network of PCCs, and will keep the Panel informed of developments. We do not want to lose Leicestershire Police as its own entity.

Looking Ahead

32. The engagement and lobbying programme will continue, with a particular focus on the ongoing police reform consultation process and ensuring LLR's position is clearly on the record.

33. Community engagement visits will be sustained and broadened, with the aim of ensuring that all significant communities within the force area have had an opportunity to engage directly with the OPCC.

34. Mr Bryan will continue to represent LLR at national conferences and to work collaboratively with other PCCs where shared interests arise.

35. Begin to chair meetings of the Local Criminal Justice Board and adopt the Road Safety Brief.

36. Prepare the groundwork for next year's budget setting process.

37. The Panel will be updated at future meetings on outcomes and developments, as requested at the time of appointment.

Request of the Panel

38. The Panel is requested to note the contents of this report and to raise any questions with the DPCC, who will be in attendance at the meeting.

Officer to contact:

Oliver Bryan- DPCC

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



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

Your Communities - Your Commissioner

Police and Crime Panel for Leicester, Leicestershire and Rutland

June 2026

Report Date	June 2026
Report Author	Report of the Police and Crime Commissioner
Security Classification	Official

Purpose of Report

1. This report is in response to a request made by the Police and Crime Panel to the Police and Crime Commissioner regarding my plans to increase foot patrols in market towns across Leicestershire and Rutland. Specifically, the Panel have asked for:
 - a. A summary of the rationale for this commissioning decision, including how it aligns with the Police and Crime Plan and wider budget strategy;
 - b. Clarification of how this investment was considered within the context of the 2026/27 budget and precept process;
 - c. An outline of the intended outcomes and measures of success for the private security patrols;
 - d. Confirmation of the nature and extent of engagement with the Chief Constable in developing this proposal, together with any operational advice provided by the Force;
 - e. Any assessment undertaken of alternative options for the use of these resources, including investment in core policing functions (for example, call handling capacity, neighbourhood policing visibility, or workforce sustainability);
 - f. Any views you wish to provide on how this approach contributes to addressing known public concerns, including call handling performance and neighbourhood policing presence.

Summary

2. This report sets out the rationale behind the proposed increase in foot patrols across market towns in Leicestershire and Rutland, in response to a request from the Police and Crime Panel. The proposal is grounded in the Police and Crime Plan's clear commitment to crime prevention, with a particular emphasis on early intervention and visible community reassurance. Evidence from local schemes and wider research indicates that consistent, visible patrols can play a key role in deterring anti-social behaviour and shoplifting while improving public confidence.
3. A range of delivery options and models are being explored, including delivery through Leicestershire Police, partnership arrangements, and external providers.
4. The intended outcome of this initiative is a measurable reduction in anti-social behaviour and retail crime, supported by an independently evaluated evidence base. It also directly responds to public and stakeholder feedback calling for greater visibility, proactive crime prevention, and stronger community engagement.
5. By enhancing consistent local presence and focusing on prevention, this approach aims to reduce demand on policing services over time while improving trust and confidence in community safety provision.

Report

Premise for Action

6. My Police and Crime Plan makes it clear that I will invest in crime prevention. Through working with the Chief Constable Leicestershire Police and my office now have a Joint Prevention Strategy that is overseen by a Director of Prevention.

7. A key element of that plan is to invest in primary prevention which is activity that is designed to prevent offending and harm in the first place through education, designing out crime and/or tackling the root causes.

8. This Joint Prevention Strategy states that:

Prevention has clear benefits for victims and wider communities as it ultimately results in less ASB, less crime, less harm and safer, healthier and more prosperous communities. Prevention, particularly when co-produced with communities, can strengthen trust and confidence. There is also a financial imperative. As well as prevention being more cost-effective in the long-term than reactionary responses, the current demand on policing and other services is unsustainable and requires a shift upstream to tackle the causes rather than the consequences of crime if demand is to be reduced in the long-term. Drawing on the wider expertise and capacity of communities and partners also strengthens overall capability and offers a more sustainable approach.

9. I made it clear when I presented my budget proposal for 2026/2027 that I intended to invest in prevention activity. Much of this activity had a significant evidence base behind its implementation.

10. Some of those programmes are being delivered alongside Leicestershire Police such as additional investment in drug testing on arrest, the increased support for out-of-court disposals, and the continued investment in substance misuse programmes.

11. In addition, there are solutions that are best delivered by communities themselves or by charities and partner organisations. That is why I have also continued to invest in diversionary schemes for young people, school education programmes, community VAWG initiatives, and activities delivered through Community Safety Partnerships.

12. I have liaised with the Temporary Chief Constable to get his views and operational policing advice on a number of additional initiatives. After taking his advice there are a number that have been modified in their approach and some that I have chosen not to pursue because of that advice.

Responses to Panel Request.**A summary of the rationale for this commissioning decision, including how it aligns with the Police and Crime Plan and wider strategy.**

13. I have decided to pursue a model of increased foot patrols. I have visited these schemes across our own county (Melton, Ashby and Coalville) and reviewed their impact in other parts of the country.
14. I believe that persistent issues of antisocial behaviour (ASB) and shoplifting need a deterring visible presence. Analysis presented in the report highlights predictable daytime peaks in retail crime and ASB, alongside declining public confidence and visibility of current patrols.
15. Research shows that visible foot patrols in town centres reduces antisocial behaviour (ASB) and shoplifting by strengthening deterrence. At a national level, a systematic review of Business Improvement District (BID) schemes found that 88% of evaluated patrol programmes reported reductions in at least one crime type, with the greatest effects observed in shoplifting, ASB and public order offences. This demonstrates a consistent relationship between increased patrol presence and measurable reductions in the very offences most affecting town centres.
16. Case studies of programmes run nationally show this. For example, in Newcastle, the re-established Street Rangers programme recorded a 14.7% overall reduction in ASB, alongside a 33% reduction in alcohol-related ASB and a 31% drop in youth ASB in key retail streets. Similarly, in Bideford and Exmouth, hotspot-focused civilian patrols contributed to reductions in ASB and improved public engagement, illustrating how consistent on-foot presence in specific locations disrupts disorderly behaviour. These findings show that increasing patrols in the right places and at the right times can materially reduce street disorder and nuisance behaviour.
17. The Home Office ASB Hotspot Response Pilot further confirms that targeted, visible patrols in well-defined areas significantly reduce ASB, because they maintain continuous presence, build familiarity, and intervene early. This is directly relevant to shoplifting, where offences cluster in predictable town-centre hotspots meaning visible patrols act as a deterrent and allow early disruption.
18. Effective crime prevention must be grounded in data. This project aims to build on the encouraging results of the existing street warden programme, expanding it in a more structured and comprehensive way to generate richer, more wide-ranging evidence. With early indicators pointing in the right direction, I believe the time is right to scale up and develop the stronger data foundation needed to properly evaluate this kind of intervention.

Clarification of how this investment was considered within the context of the 2026/27 budget and precept process.

19. I set out my intention to establish a Crime Prevention Fund in my budget papers that were presented to the Police and Crime Panel on the 4th and 12th February 2026.
20. Once final projects are selected, I have committed to bringing a paper to Police and Crime Panel on the spend.

An outline of the intended outcomes and measures of success.

21. As outlined in paragraphs 10 to 12, the intended outcomes of increased foot patrols are a reduction in shoplifting and ASB. I have also committed to this project being independently evaluated, regardless of the delivery model.
22. However, I have not committed to a specific delivery model on how that will be delivered.
23. At the start of this process, I requested my office explore all models to deliver those foot patrols including options for the to be delivered by Leicestershire Police, the wider partnership or other VCSE (Voluntary, Community, and Social Enterprise) organisations and a tender model in which private organisations could bid for the activity.
24. From initial conversations it was clear that was little to no appetite from Local Authority partners. As such the Office has concentrated on the two other avenues of possible delivery; Leicestershire Police and a private organisation.
25. At the time of writing this report I am still in communication with the Chief Constable on how Leicestershire Police might deliver this service, and I am hopeful that we can agree a format for that delivery.
26. It seems that one of the factors that make these foot patrols successful is their consistency of presence. I completely understand the Chief Constable's challenge in being able to commit either PCSO's or Police Officers to that kind of consistency due to the regularity with which it is necessary to abstract them for other duties so I am grateful to him for working with me to try and find a model that can work for the communities of Leicestershire and Rutland.
27. Alongside the Chief Constable's work, I have asked my team to prepare a specification and tender documentation that could be used to advertise for a private sector provided should that be required. That won't be pursued until I have had the chance to discuss the Chief Constable's proposal with him in detail.

Confirmation of the nature and extent of engagement with the Chief Constable in developing this proposal, together with any operational advice provided by the Force

28. As described in paragraphs 19 to 21, at the time of writing this report, I am still in conversation with the Chief Constable about this programme.

Any assessment undertaken of alternative options for the use of these resources, including investment in core policing functions (for example, call handling capacity, neighbourhood policing visibility, or workforce sustainability)

29. There are a great many pressures on the police fund as it is allocated to me, as Police and Crime Commissioner for Leicester, Leicestershire and Rutland. It is a requirement that I use that funding to enable the Chief Constable to provide an effective and efficient service, to establish crime prevention activities and commissioner services to support victims and witnesses of crime.

30. As fellow elected officials, the Panel will be aware of the pressures of trying to balance funding across a number of critical systems. Each one of those systems could always use more funding.

31. For the financial year 2026/2027 I provided the chief constable with the highest proportion of the total police fund since I came into office.

32. To respond to the specific core policing functions that the Panel draw attention to:

Call Handling

33. In my Police and Crime Plan I committed to ensuring that our officers and staff had the very best equipment for the job we can provide and that they be able to use technology that makes them more efficient

34. What that has meant for call handling over the last eighteen months is that I have supported the Chief Constables requests to use the reserves to increase capacity in the call centre in terms of staffing and I have supported investment in improvement of facilities and technology. On my behalf, in reviewing the end of year accounts, my Deputy has recently supported the investment to the Force for their proposed full review into the call handling operation.

Neighbourhood Policing

35. In my Police and Crime Plan I committed to ensuring that there is a robust model of neighbourhood policing concentrated on preventing crime in your area, investigating when crime does happen and being there for you. I committed to delivering a crime prevention strategy, to take action aimed to drive crime down, to eliminate ASB hotspots and that you would see crime prevention activity being delivered in your community.

36. What that has meant for neighbourhood policing over the last eighteen months is that I have supported the Chief Constable's proposal for increased neighbourhood officers and PCSOs, we now have a Joint Prevention Strategy that spans both

organisations delivering primary, secondary and tertiary prevention activity and I have supported the delivery of the new ASB Action Plan.

Workforce Sustainability

37. In my Police and Crime Plan I committed to ensuring we had the right people with the right skills in the right place. I want to ensure that we are looking after our workforce and that we were delivering strategies aimed at driving recruitment and retention and ensure we are prioritising our people. I committed to growing the number of specials will grow and strengthening community support.
38. What that has meant for workforce sustainability over the last eighteen months is that I have supported the investment of additional roles in key areas such as call handling, vetting and most recently crime and intelligence. I have also supported the establishment and expansion of the Force's Occupational Health Unit that looks at the health and wellbeing of officers and staff.
39. More investment could be made into every area that I carry strategic responsibility for. However, the budget envelope demands prioritisation.

Any views you wish to provide on how this approach contributes to addressing known public concerns, including call handling performance and neighbourhood policing presence.

40. In developing the Police and Crime Plan I carried out consultation. A summary of that consultation was provided to this Panel alongside the draft Police and Crime Plan in October 2024. ([\(Public Pack\)Agenda Document for Leicester, Leicestershire and Rutland Police and Crime Panel., 28/10/2024 14:00](#) – page 25 to 28)
41. Of the feedback provided by the public they outlined wanting more community involvement in prevention and crime projects, more evidence-based initiatives and more visibility.
42. From the stakeholder feedback I saw a request for specific project to target and prevent crime, more diversionary activity, working in partnership and protection of the most vulnerable.
43. From this Panel's feedback to me there was a suggestion that anti-social behaviour be given greater prominence.
44. In addition, during my community days feedback about police visibility and communities wishing they saw more feet on the street in their area has been a common theme.
45. This project, via whichever model of delivery, will contribute to those concerns.

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