



Police and Crime Panel for Leicester, Leicestershire and Rutland

27th October 2025

Police and Crime Plan Delivery Update (Q1)

Report Date	27 th October 2025
Report Author	Lizzie Starr, Director of Governance and Performance
Security Classification	Official

Purpose of Report

1. The purpose of this report is to provide the Police and Crime Panel members an update in relation to the delivery of the 2025-29 Police and Crime Plan as at the end of Quarter 1 2025/26 (April -June 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

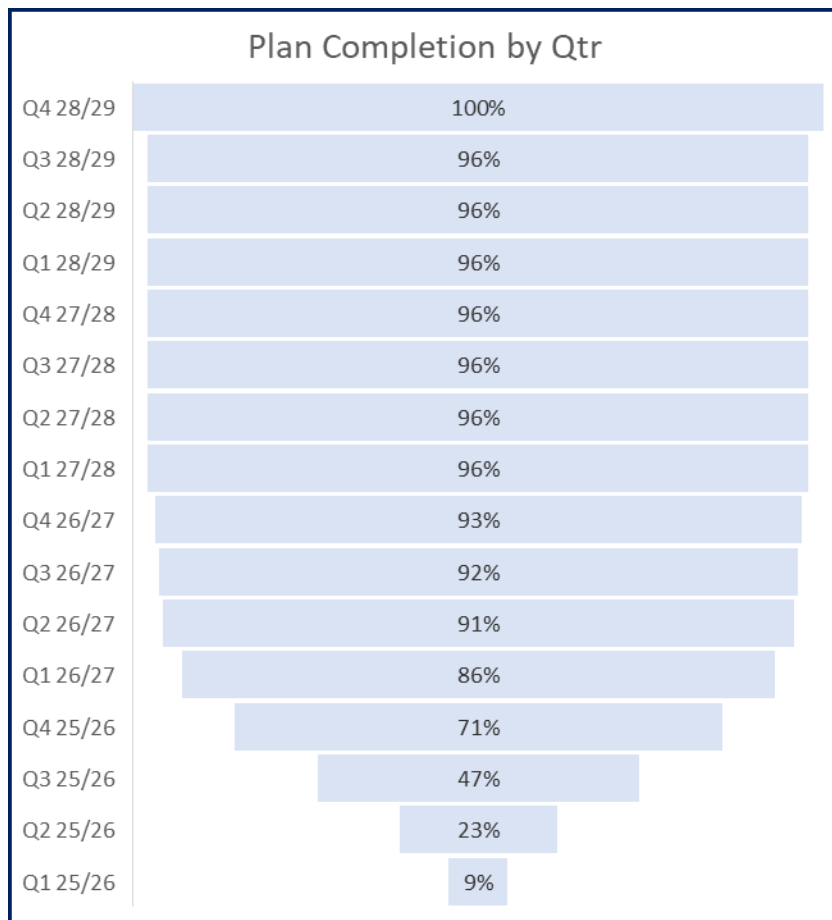
4. The new Police and Crime plan commenced delivery in April 2025, and the Panel have previously been provided updates regarding the monitoring arrangements for the new plan.
5. Monitoring a Police and Crime Plan is essential to ensure that the strategies and objectives outlined in the plan are being 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 shown overleaf. The target and expectation column will be used to determine the RAG status of each headline metric.

8. With the first iteration being presented only 3 months after commencement of the plan, the exceptions were not scrutinised in detail – this will begin from quarter 2 delivery board. Instead, the discussion focused on if these were the correct metrics to be monitored and it was agreed and approved at the delivery board meeting.

	Delivery Strategy	Metric	Headline/Su	Target/Expectati	Baseline 2024/2	Late	Directio	RAI
1	Finances	Published Medium Term Financial Strategy (Annual figure)	Headline	Completed Y/N	Y	Y	↑	
2	Finances	Confidence in Police (CSEW)	Headline	Increase	65.90%			
3	The Police Estate	No. of places public can engage with staff	Headline	Increase	-	14	↑	
4	The Police Estate	No. assets that have had their visibility increased.	Headline	Increase	-	0	↔	
5	Workforce	Average length of service for a PCSO	Headline	Increase	9.5	10.9	↑	
6	Workforce	Staff satisfaction for OPCC (Annual figure)	Headline	Increase (over 80%)	46.00%	63.0%	↑	
7	Workforce	Staff satisfaction for Force (Annual figure)	Headline	Increase (over 80%)				
14	Resources	Officer hours saved	Headline	Increase	200,000			
24	Policing	Number of Neighbourhood Officers	Headline	Increase or mainta	664	666	↑	
25	Policing	Abstractions from N'hood Policing (hrs)	Headline	Reduce				
26	Policing	Police Community Understanding (CSEW)	Headline	Increase	56.60%			
27	Policing	Number of Neighbourhood Crime offences	Headline	Decrease	11,545	11077	↓	
28	Policing	Outcome rate for Neighbourhood offences	Headline	Increase	4.4%	4.1%	↓	
34	Violence and Vulnerability	Incidences of murder and other homicides (rate per 1000 pop)	Headline	Decrease	0.004	0.0008	↓	
35	Violence and Vulnerability	Offences involving discharge or a firearm (rate per 1000 pop)	Headline	Decrease	0.38	0.32	↓	
36	Violence and Vulnerability	Drug-related homicides (rate per 1000 pop)	Headline	Decrease	0.0017	0	↓	
37	Violence and Vulnerability	Police referrals into drug treatment	Headline	Increase	345			
38	Violence and Vulnerability	Incidences of serious violence (adults/young people) (rate per 1000 pop)	Headline	Decrease	0.7	0.62	↓	
39	Violence and Vulnerability	Hospital admissions for assaults with knife or sharp object (rate per 1000 pop)	Headline	Decrease	0.026	0.0008	↓	
44	VAWG	VAWG Defined offences (rate per 1000 pop)	Headline	Decrease	18.96	18.6	↓	
45	VAWG	Satisfaction with police among victims of domestic abuse	Headline	Increase	80.0%	80.6%	↔	
46	VAWG	Stalking and harassment offences (rate per 1000 pop)	Headline	Decrease	9.3	10.02	↑	
51	Rural Crime	Volume of Rural crime offences (rate per 1000 pop)	Headline	Decrease	59.0%	51.0%	↓	
52	Rural Crime	Positive outcomes for Rural Offences (rate per 1000 pop)	Headline	Increase				
55	Business Crime	Incidences of shoplifting (rate per 1000 pop)	Headline	Decrease	7.6	8	↑	
56	Business Crime	Incidences of shopworker assaults (rate per 1000 pop)	Headline	Decrease				
57	Business Crime	Positive outcomes rate for Business crime offences	Headline	Increase	14.1%	14.7%	↑	
62	Road Safety	Number Killed or Seriously Injured (KSIs)	Headline	Reduce	100.1	108	↑	
69	Neighbourhood Crime	Volume of Burglary offences (rate per 1000 pop)	Headline	Decrease	2.75	2.54	↓	
70	Neighbourhood Crime	Volume of Vehicle Crime Offences (rate per 1000 pop)	Headline	Decrease	6.06	5.88	↓	
71	Neighbourhood Crime	Volume of Theft from Person offences (rate per 1000 pop)	Headline	Decrease	0.8	0.75	↓	
72	Neighbourhood Crime	Volume of Robbery offences (rate per 1000 pop)	Headline	Decrease	0.75	0.77	↑	
78	Supporting Victims	Level of Victim Code of Practice Compliance	Headline	Increase	87.7%	87.7%	↔	
79	Supporting Victims	Victim Satisfaction (Force)	Headline	Increase	75.50%	73%	↓	
	Supporting Victims	Victim satisfaction (OPCC services)	Headline	Increase	97.50%			
83	Scrutiny and Legitimacy	Police do a satisfactory, good or excellent job (CSEW)	Headline	Increase	46.60%			
85	Scrutiny and Legitimacy	Police do a fair treatment (CSEW)	Headline	Increase	57.80%			
89	Effective Criminal Justice	Positive Outcome rate	Headline	Increase	13.9%	14.8%	↑	
90	Effective Criminal Justice	Volumes of Out of Court Resolutions	Headline	Increase	3568	3308	↓	



12. The first delivery board to track progress and delivery was held on the 30th July 2025.

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

- a. Overall, 9% of the plan has been completed to date.
- b. 7 Actions have been completed within the quarter
- c. There are a further 6 actions in progress
- d. A further 2 actions have been completed ahead of schedule.
- e. There is a significant amount of work being delivered outside of the actions within the delivery strategies, consideration should be given as to if these actions move onto the tracker.
- f. Accessing some of the headline/sub metrics has been challenging, although progress has been made and all the metrics have been confirmed obtaining all metrics has not yet been possible.

14. All updates and changes to delivery dates and action wording are closely tracked and monitored. Overall, there were 12 actions within the plan where changes were agreed.

15. There was also an in-depth discussion at the delivery board around the best approach to monitor and track the annual actions (i.e. those that repeat on a yearly basis) and those actions that run the entire duration of the plan (i.e. campaign/funding opportunity).

16. An additional 5 actions were created and agreed by the board, again these will be tracked and monitored separately. These are shown in the table below:

Delivery Plan Ref	Task Name	Category
2.0 / 12.1 / 12	Implementation of the Force Led Victim Pathway Team	Supporting Victims
10.3	Plan for future young drivers provision once current Pathfinder contact	Road Safety
9.3	Lobbying for new outcome type around property recovered	Business Crime
5/ 5.1 / 5.2	Report to be produced for CGB on force demand modelling as produced	Policing
11.6	Govt Lobbying around large scale disturbance	Neighbourhood Crime

Key Achievements from Q1

17. During quarter 1 a total of 9 actions within the Police and Crime plan have been completed, these include the following highlights.

- Lobby the govt for a review of the Police funding formula and the creation of a multi-year financial settlement for policing
- A crime prevention strategy for Leicester, Leicestershire and Rutland
- Body worn video devices to be provided to business owners
- A staff member to drive forward the Community Action Programme (CAP)

18. Throughout the first quarter a number of letters have been sent to the Home Secretary outlining the critical need for a review of the funding formula and for Leicestershire Police to be appropriately funded for some of the complex challenges faced by the Force, for example the increased prison population. As a result of the numerous letters sent to the Government the PCC was invited to meet the Home Secretary to discuss his concerns in detail.

19. The Joint Force and OPCC Prevention Strategy 2025-29 was formally agreed at the Corporate Governance Board in July 2025. The pioneering new strategy fulfils one of the core ambitions of the new Police and Crime Plan 2024-29 and endorses a holistic approach to policing focused on identifying and tackling the root causes of crime, anti-social behaviour (ASB) and vulnerability.

20. A project designed to deter shoplifting and tackle assaults against retail workers and increase feelings of safety within the business community concluded in quarter one with over 110 BWVs (Body Worn Videos) being funded and distributed across the Community Safety Partnerships and Business Improvement Districts.

21. The office has successfully designed and launched a new initiative putting communities at the helm of his plans for a safer and more prosperous future. The Community Action Programme fulfils the Leicester, Leicestershire and Rutland PCC's Police and Crime Plan pledge to adopt a holistic approach to community safety, with a stronger emphasis on prevention and partnerships. The CAP will cycle through the six Police and Crime Plan delivery areas and launched in September with Rural Crime.

Progress against the Delivery Strategies

22. 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.
23. **Violence against women and girls** – 23 organisations are currently delivering the SHUSH and SHARA projects with positive feedback. The 'Check the Vibe' digital and physical campaign that supports emotional regulation and rejection management is on track to be launched in July. The team is working on how to ensure the campaign continues to reach as many young people as possible through the summer holidays.
24. Other updates within this workstream include the extension of victim support services to high-risk victims of stalking through the training of IDVAs (Independent Domestic Violence Advisors) to provide a proof of concept for evaluation and establishing a referral pathway to CHAB (Changing harmful behaviours programme) which focuses on working with those 18+ from South Asian Communities.
25. **Business Crime** – The roll out of the body worn videos is being positively received by the business community and already increasing confidence in those areas. The six areas that have been successful have all identified the impact will target their key local priority issues with Business crime. Further to the roll out, a collaborative network has been developed to support funding of further solutions to target business crime and have strong engagement thus far.
26. **Road Safety** – the force has been working to develop problem management plan in place to tackle car cruising in each neighbourhood policing area. An additional action was generated in the Police and Crime plan to address the gap in commissioning provision for the young driver courses, which is currently commissioned by the OPCC. This was highlighted as a gap and work will start later in the year to design and scope evidence-based initiatives to fund for the following financial years.
27. The Force are continuing to deliver regular Fatal4 enforcements at locations known for serious collisions, focussing on the four main causes. As a result of the Police

and Crime plan, the PCC is much better informed and regularly promotes Force and national campaigns. Further to this there are a number of specific operations (Op Tramline, focussing on utilising unmarked HGVs, Op Flux, utilising community intelligence to locally enforce traffic infringements and Op Pedalfast, focussing on e-scooters and e-bikes).

28. **Neighbourhood Policing** - in June 2025, the Force celebrated Neighbourhood policing week of action, with activity designed around the 5 pillars of the Neighbourhood Policing Guarantee (NHPG). The Force are already delivering against the framework and have received a letter nationally recognising their compliance. There is also a heavy focus on the Neighbourhood Policing in the newly refreshed Force Management Statement (FMS).
29. The office has been leading on the partnership work around the Government Safer Summers Town Centres initiative, which forms a key part of the NHPG to restore and strengthen local policing. The work is expected to take place between 30th June and 30th September and a local evaluation will be conducted following the end of this period to evaluate value for money and key impacts.
30. Utilising underspend from the 2024/25 Community Safety Partnerships budget, the PCC funded move to a partnership shared ASB case management system (ECINS). This was launched internally in May 2025, and will enhance reporting and analysis, improve collaboration, give better outcomes for victims and greatly enhance the Force's and partnership's ability to manage ASB cases efficiently.
31. **Supporting Victims** - work included in this delivery strategy includes a mapping exercise for victim services, crime prevention advice being made widely available for victims of crime and a critical incident response plan being developed. Further to this the team are supporting the implementation of a force-led Victim Pathway team (VPT) to increase victim engagement and re-contact victims who initially declined support, offering a second opportunity for referral to appropriate services.
32. Further to this the Force are supporting by driving innovation with a new Victims Needs Assessment within its crime recording system to ensure that victims are supported through the investigation and criminal justice system and also to continue to drive improvements from feedback and trends arising from their monthly Victim Service Reviews. A key result of this is a new training package being developed for delivery by Team Leicestershire Academy.
33. **Effective Criminal Justice** – a partnership wide criminal justice away day was planned for September 2025 to ensure stakeholders can collectively problem solve against the key issues facing the current criminal justice system and also to continue to drive improvements and outcomes within the board. Further to this there has been an agreed change in practice to theme the criminal justice board meetings to have a dedicated focus on those issues most affecting the LLR area, the first of

these is the dedicated Rape and Serious Sexual Offences meeting in December 2025.

34. The Force are also supporting by exploring options to utilise technology and AI to most effectively drive changes in performance, including simplifying or automating processes. To that end the Force are part of a small national working group looking to develop the uses of AI for officer use around file quality. This is to yet be at proof of concept and will take some time and consultation before being ready to implement and maximise the benefits.

Horizon Scanning

35. 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. Regular meetings to be held regionally to discuss tackling rural crime and sharing best practice
 - b. Agreements on the continued support of the Community Leadership Programme
 - c. Educational resources being made available to children, schools and parents
 - d. A published commissioning framework
 - e. An annual statement on procurement practices and a statement within the annual report on finances
36. The next delivery board is scheduled for the 5th November 2025.

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