



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

**Police and Crime Panel for Leicester,  
Leicestershire and Rutland**  
**30 October 2025 at 12:15**  
**Deputy Police and Crime Commissioner**  
**Neetu Squire**  
**Confirmation Hearing Papers**

|                                |                             |
|--------------------------------|-----------------------------|
| <b>Report Date</b>             | October 2025                |
| <b>Report Author</b>           | Claire Trewartha, OPCC, CEO |
| <b>Security Classification</b> | 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 PCC brings this report to introduce to the Police and Crime Panel his candidate Ms Neetu Squire and outline her suitability, proposed responsibilities and terms and conditions.

### **Request of the Panel**

3. In their role the PCC requests that the Panel carry out a Confirmation Hearing and provide to him a report on the proposed appointment including a recommendation as to whether or not the candidate should be appointed.
4. Following receipt of that report the PCC will consider its contents and decide whether to accept or reject the Panel's recommendation on Ms Squire's proposed appointment.

### **Background**

5. The Police Reform and Social Responsibility Act 2011 (the Act) provides, under section 18(1), that the Police and Crime Commissioner (PCC) for a police area, may appoint a person(s) as the DPCC for that area.
6. The PCC can arrange for them to exercise any of their functions save for:
  - the issuing of a Police and Crime Plan,
  - appointing the Chief Constable,
  - suspending the Chief Constable,
  - calling upon the Chief Constable to retire or resign
  - calculating a budget requirement under section 43 of the Local Government Finance Act 1992.
7. To assist the PCC and provide capacity and resilience the Police and Crime Commissioner wishes to appoint a DPCC.
8. The PCC has therefore notified the Panel of his intention, in accordance with the Act.
9. The Police and Crime Commissioner is proposing dividing the role of Deputy Police and Crime Commissioner into three distinct part-time positions. This approach is designed to ensure that each appointee brings targeted expertise aligned with the specific responsibilities they will undertake.
10. By adopting this model, the Commissioner aims to enhance the effectiveness of the role through specialisation, broaden representation by engaging

individuals with diverse backgrounds, and increase flexibility to attract highly qualified candidates who may not be available for a full-time commitment.

11. Having sought advice from the Home Office they have stated:

*‘as long as the individuals that the PCC chooses to appoint do not represent more than one FTE then it would fall within the definition of a Deputy set out in the legislation.’*

14. The PCC has considered, very carefully, the set of criteria he is looking for in selecting suitable individuals for this important role and has set these out in a job description. The full job description that has been developed for the DPCC position can be seen at Appendix D but in summary. It is proposed the responsibilities will be broken down as:

### **15. Deputy Police and Crime Commissioner: Engagement/Lobbying 0.5 FTE**

#### Specialist

- a. Engaging with key local, regional and national partners to leading or attending boards, meetings and working groups on the PCC's behalf.
- b. Supporting the PCC to engage and seek the views and concerns of the people in the county.
- c. In discussion with the PCC, leading or managing specific policy areas, projects or areas of interest, in accordance with skills and experience.

#### Generic

- d. Support the PCC to drive the delivery of the Police and Crime Plan, which incorporates the manifesto commitments.
- e. Provide 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.
- f. Supporting the PCC in attendance at the Police and Crime Panel to ensure that the Panel can support and challenge effectively.
- g. Supporting partnership working on behalf of the PCC.

### **16. Deputy Police and Crime Commissioner: Criminal Justice 0.2 FTE**

#### Specialist

- a. To support the convening, coordination and development of the Local Criminal Justice Board.

#### Generic

- b. Support the PCC to drive the delivery of the Police and Crime Plan, which incorporates the manifesto commitments.
- c. Provide 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.
- d. Supporting the PCC in attendance at the Police and Crime Panel to ensure that the Panel can support and challenge effectively.
- e. Supporting partnership working on behalf of the PCC.

## 17. Deputy Police and Crime Commissioner: Community Cohesion 0.2 FTE

### Specialist

- a. Engaging with communities to raise the profile of the PCC and to enable consultation and engagement activities to take place, with an emphasis on hearing from the residents of Leicester, Leicestershire and Rutland and promoting community cohesion.

### Generic

- b. Support the PCC to drive the delivery of the Police and Crime Plan, which incorporates the manifesto commitments.
- c. Provide 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.
- d. Supporting the PCC in attendance at the Police and Crime Panel to ensure that the Panel can support and challenge effectively.
- e. Supporting partnership working on behalf of the PCC.

## **Criteria used to assess the suitability of Candidate.**

### Personal Specification

#### Key Skills:

- Ability to think strategically and laterally and deliver on goals and objectives.
- High-level communication and presentation skills, including media skills.
- Ability to build senior level relationships, influence and negotiate with high-ranking officials, and maintain strong relationships.
- Ability to take a co-operative approach to achieving priorities, including developing effective collaboration proposals with relevant organisations.
- Ability to engage, listen and understand communities with differing needs.
- Ability to propose solutions to complex issues with the best interest of local people and vulnerable people always a priority.
- Ability to secure credibility, respect and recognition from peers and stakeholders.
- Ability to take personal responsibility for decisions made and to be able to communicate these effectively.

#### Knowledge and/or Experience of:

- Issues facing policing.
- The Criminal Justice System and the pressures it is under.
- Victim support services
- The importance of trust, confidence and transparency in policing
- Initiatives designed to reduce violence in general and specifically that aimed at women and girls.
- Initiatives designed to reduce crimes against businesses.
- Community initiatives for crime prevention.

- The political structures, procedures and policies at both a local and national level.
- The geographic, social and economic nature of the area.
- Working with diverse communities and partners and working to secure improved outcomes for local people.

### **Deputy Police and Crime Commissioner: Community Cohesion 0.2 FTE**

18. The Police and Crime Commissioner proposes Ms Neetu Squire for the role of Deputy Police and Crime Commissioner: Community Cohesion.
19. Ms Squire has declared that she is aware of the provisions of the Police Reform and Social Responsibility Act 2011 as regards eligibility to be appointed. She has declared that to the best of her knowledge and belief she is eligible for appointment and is not subject to a relevant disqualification.
20. Attached at Appendix A are the relevant extracts from the Act which have been provided to Ms Squire.
21. A DPCC is required by the Act to be a member of staff within the Office of Police and Crime Commissioner (OPCC). The DPCC for Leicester, Leicestershire and Rutland will be subject to a contract of employment which will generally reflect the terms and conditions applying to the PCC's staff.
22. The PCC informed the Panel of his decision to appoint a Deputy on 10 October 2025. A copy of the decision notification sent on 10 October 2025 is attached at Appendix B.
23. The PCC is confident that Ms Squire has a skill set that not only fulfils the criteria outlined above but also compliments her own skills and experience. He is confident that Ms Squire will fulfil the role of DPCC with passion, professionalism and integrity.
24. The key elements of Ms Squire's experience and competence are:
  - a. Strong Community Cohesion Experience.
    - i. A qualified Youth Worker and Counsellor with over 20 years of experience in the community sector, working across a diverse range of settings including social services, careers guidance in secondary schools, hostels, homelessness support, probation, children's homes and youth clubs with a primary focus on project development and capacity building across Leicestershire.
  - b. Partnership Working
    - i. Having collaborated with partners across LLR to co-create the very first Connecting Communities event — a citywide initiative aimed at building bridges between diverse communities, local services and law enforcement. The event brought together residents, community leaders, faith groups and public sector

partners to foster dialogue, challenge stereotypes, and strengthen trust at a grassroots level.

c. Award Winning Initiatives

- i. Her outstanding contributions have been recognised with multiple prestigious awards, including the BBC Radio Leicester Community Impact Award, the Good Neighbour Award- Belgrave and the Black Police Association Award, which honours individuals who actively promote community cohesion, positive engagement and impact.

### **Terms and Conditions of Appointment**

- 25. The Deputy PCC is a member of the PCC's staff and therefore this requires the post holder to receive terms and conditions aligned with those colleagues within the Office of the PCC.
- 26. A summary of the terms and conditions are attached at Appendix C.
- 27. Ms Squire will start as DPCC for Leicester, Leicestershire and Rutland in October 2025.

### **Conclusion**

- 28. The appointment of the DPCC has been identified as a critical role for the PCC. The PCC has carefully considered the skills and abilities he requires to complement her own approach and balanced those against the community and organisational needs.
- 29. The PCC has selected Ms Neetu Squire to work with him as his DPCC to deliver this next phase of his Police and Crime Plan. He looks forward to receiving the Panel's report on the matter.

### **List of Appendices**

- Appendix A – Relevant Legislation
- Appendix B – Decision to appoint a Deputy Police and Crime Commissioner
- Appendix C – Summary of terms and conditions
- Appendix D – Job Description for DPCC

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