



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

Police and Crime Panel for Leicester, Leicestershire and Rutland

1st December 2025

Police and Crime Plan Delivery Update (Q2)

Report Date	1 st December 2025
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Security Classification	Official

Purpose of Report

1. The purpose of this report is to provide the Police and Crime Panel members an update in relation to the delivery of the 2025-29 Police and Crime Plan as at the end of Quarter 2 2025/26 (July - September 2025).

Request of the Panel

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

Summary

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

Monitoring the Police and Crime Plan

4. The new Police and Crime plan commenced delivery in April 2025, and the Panel have previously been provided updates regarding the monitoring arrangements for the new plan.
5. Monitoring a Police and Crime Plan is essential to ensure that the strategies and objectives outlined in the plan are being effectively implemented, and that they are achieving the desired outcomes. It also helps identify areas where adjustments or improvements are needed.

Police and Crime Plan Performance Framework

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

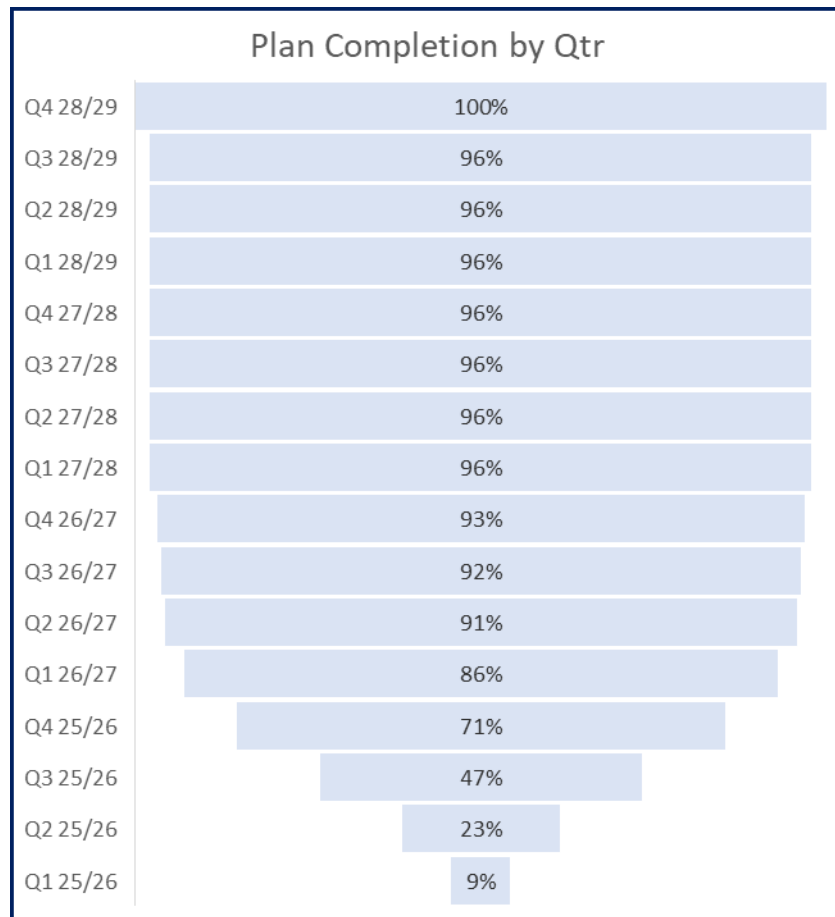
performance against the target/expectation or baseline or a statistically significant agreed range (+/- 5% or +/- 2pp).

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

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

Delivery Board updates:

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



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

Progress against the Delivery Strategies and Key Achievements from Q2

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

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

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

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

Horizon Scanning

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

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

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