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

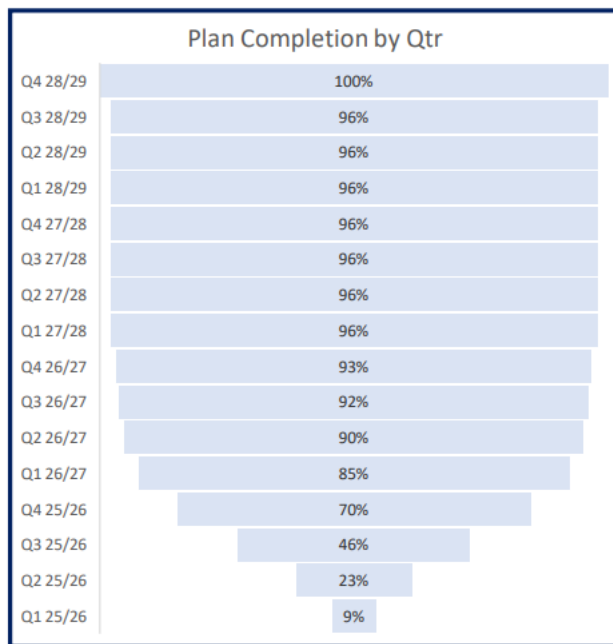
Police and Crime Plan Performance Framework

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](#))

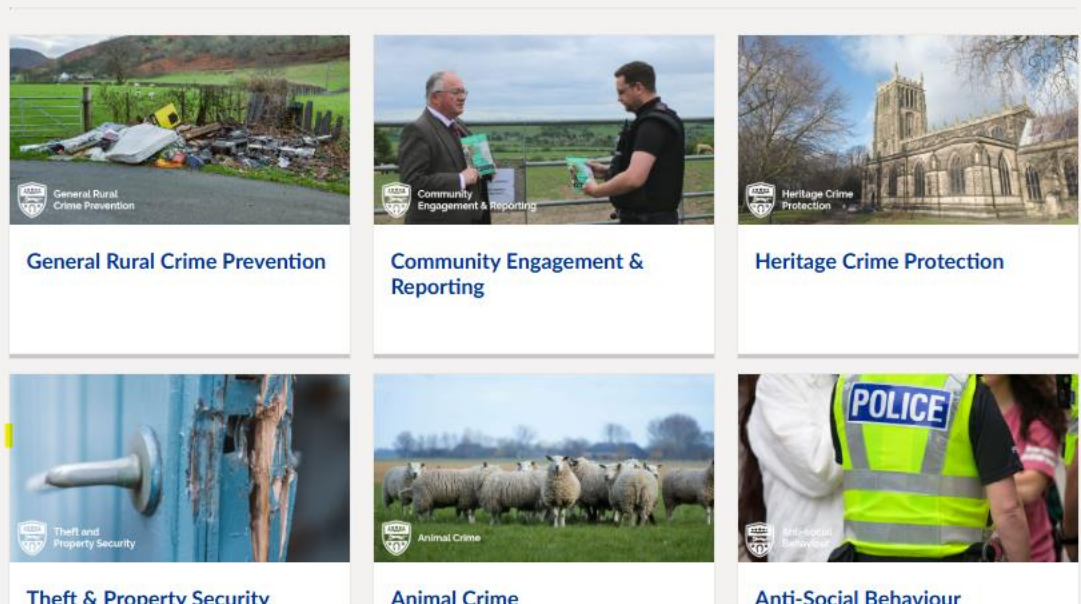
29. This advice is also regularly shared and promoted through the OPCC Social media channels.

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	↓	