



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

***June 2026***

### ***Local Criminal Justice Board Update***

<b>Report Date</b>	June 2026
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<b>Security Classification</b>	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 Initial high-volume “tranche” releases introduced in 2024 have largely been replaced by a more continuous and controlled approach.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:**

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