



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

Your Communities - Your Commissioner

Police and Crime Panel for Leicester, Leicestershire and Rutland

June 2026

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Report Author	Report of the Police and Crime Commissioner
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Purpose of Report

1. This report is in response to a request made by the Police and Crime Panel to the Police and Crime Commissioner regarding my plans to increase foot patrols in market towns across Leicestershire and Rutland. Specifically, the Panel have asked for:
 - a. A summary of the rationale for this commissioning decision, including how it aligns with the Police and Crime Plan and wider budget strategy;
 - b. Clarification of how this investment was considered within the context of the 2026/27 budget and precept process;
 - c. An outline of the intended outcomes and measures of success for the private security patrols;
 - d. Confirmation of the nature and extent of engagement with the Chief Constable in developing this proposal, together with any operational advice provided by the Force;
 - e. Any assessment undertaken of alternative options for the use of these resources, including investment in core policing functions (for example, call handling capacity, neighbourhood policing visibility, or workforce sustainability);
 - f. Any views you wish to provide on how this approach contributes to addressing known public concerns, including call handling performance and neighbourhood policing presence.

Summary

2. This report sets out the rationale behind the proposed increase in foot patrols across market towns in Leicestershire and Rutland, in response to a request from the Police and Crime Panel. The proposal is grounded in the Police and Crime Plan's clear commitment to crime prevention, with a particular emphasis on early intervention and visible community reassurance. Evidence from local schemes and wider research indicates that consistent, visible patrols can play a key role in deterring anti-social behaviour and shoplifting while improving public confidence.
3. A range of delivery options and models are being explored, including delivery through Leicestershire Police, partnership arrangements, and external providers.
4. The intended outcome of this initiative is a measurable reduction in anti-social behaviour and retail crime, supported by an independently evaluated evidence base. It also directly responds to public and stakeholder feedback calling for greater visibility, proactive crime prevention, and stronger community engagement.
5. By enhancing consistent local presence and focusing on prevention, this approach aims to reduce demand on policing services over time while improving trust and confidence in community safety provision.

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Premise for Action

6. My Police and Crime Plan makes it clear that I will invest in crime prevention. Through working with the Chief Constable Leicestershire Police and my office now have a Joint Prevention Strategy that is overseen by a Director of Prevention.
7. A key element of that plan is to invest in primary prevention which is activity that is designed to prevent offending and harm in the first place through education, designing out crime and/or tackling the root causes.

8. This Joint Prevention Strategy states that:

Prevention has clear benefits for victims and wider communities as it ultimately results in less ASB, less crime, less harm and safer, healthier and more prosperous communities. Prevention, particularly when co-produced with communities, can strengthen trust and confidence. There is also a financial imperative. As well as prevention being more cost-effective in the long-term than reactionary responses, the current demand on policing and other services is unsustainable and requires a shift upstream to tackle the causes rather than the consequences of crime if demand is to be reduced in the long-term. Drawing on the wider expertise and capacity of communities and partners also strengthens overall capability and offers a more sustainable approach.

9. I made it clear when I presented my budget proposal for 2026/2027 that I intended to invest in prevention activity. Much of this activity had a significant evidence base behind its implementation.
10. Some of those programmes are being delivered alongside Leicestershire Police such as additional investment in drug testing on arrest, the increased support for out-of-court disposals, and the continued investment in substance misuse programmes.
11. In addition, there are solutions that are best delivered by communities themselves or by charities and partner organisations. That is why I have also continued to invest in diversionary schemes for young people, school education programmes, community VAWG initiatives, and activities delivered through Community Safety Partnerships.
12. I have liaised with the Temporary Chief Constable to get his views and operational policing advice on a number of additional initiatives. After taking his advice there are a number that have been modified in their approach and some that I have chosen not to pursue because of that advice.

Responses to Panel Request.**A summary of the rationale for this commissioning decision, including how it aligns with the Police and Crime Plan and wider strategy.**

13. I have decided to pursue a model of increased foot patrols. I have visited these schemes across our own county (Melton, Ashby and Coalville) and reviewed their impact in other parts of the country.
14. I believe that persistent issues of antisocial behaviour (ASB) and shoplifting need a deterring visible presence. Analysis presented in the report highlights predictable daytime peaks in retail crime and ASB, alongside declining public confidence and visibility of current patrols.
15. Research shows that visible foot patrols in town centres reduces antisocial behaviour (ASB) and shoplifting by strengthening deterrence. At a national level, a systematic review of Business Improvement District (BID) schemes found that 88% of evaluated patrol programmes reported reductions in at least one crime type, with the greatest effects observed in shoplifting, ASB and public order offences. This demonstrates a consistent relationship between increased patrol presence and measurable reductions in the very offences most affecting town centres.
16. Case studies of programmes run nationally show this. For example, in Newcastle, the re-established Street Rangers programme recorded a 14.7% overall reduction in ASB, alongside a 33% reduction in alcohol-related ASB and a 31% drop in youth ASB in key retail streets. Similarly, in Bideford and Exmouth, hotspot-focused civilian patrols contributed to reductions in ASB and improved public engagement, illustrating how consistent on-foot presence in specific locations disrupts disorderly behaviour. These findings show that increasing patrols in the right places and at the right times can materially reduce street disorder and nuisance behaviour.
17. The Home Office ASB Hotspot Response Pilot further confirms that targeted, visible patrols in well-defined areas significantly reduce ASB, because they maintain continuous presence, build familiarity, and intervene early. This is directly relevant to shoplifting, where offences cluster in predictable town-centre hotspots meaning visible patrols act as a deterrent and allow early disruption.
18. Effective crime prevention must be grounded in data. This project aims to build on the encouraging results of the existing street warden programme, expanding it in a more structured and comprehensive way to generate richer, more wide-ranging evidence. With early indicators pointing in the right direction, I believe the time is right to scale up and develop the stronger data foundation needed to properly evaluate this kind of intervention.

Clarification of how this investment was considered within the context of the 2026/27 budget and precept process.

19. I set out my intention to establish a Crime Prevention Fund in my budget papers that were presented to the Police and Crime Panel on the 4th and 12th February 2026.
20. Once final projects are selected, I have committed to bringing a paper to Police and Crime Panel on the spend.

An outline of the intended outcomes and measures of success.

21. As outlined in paragraphs 10 to 12, the intended outcomes of increased foot patrols are a reduction in shoplifting and ASB. I have also committed to this project being independently evaluated, regardless of the delivery model.
22. However, I have not committed to a specific delivery model on how that will be delivered.
23. At the start of this process, I requested my office explore all models to deliver those foot patrols including options for the to be delivered by Leicestershire Police, the wider partnership or other VCSE (Voluntary, Community, and Social Enterprise) organisations and a tender model in which private organisations could bid for the activity.
24. From initial conversations it was clear that was little to no appetite from Local Authority partners. As such the Office has concentrated on the two other avenues of possible delivery; Leicestershire Police and a private organisation.
25. At the time of writing this report I am still in communication with the Chief Constable on how Leicestershire Police might deliver this service, and I am hopeful that we can agree a format for that delivery.
26. It seems that one of the factors that make these foot patrols successful is their consistency of presence. I completely understand the Chief Constable's challenge in being able to commit either PCSO's or Police Officers to that kind of consistency due to the regularity with which it is necessary to abstract them for other duties so I am grateful to him for working with me to try and find a model that can work for the communities of Leicestershire and Rutland.
27. Alongside the Chief Constable's work, I have asked my team to prepare a specification and tender documentation that could be used to advertise for a private sector provided should that be required. That won't be pursued until I have had the chance to discuss the Chief Constable's proposal with him in detail.

Confirmation of the nature and extent of engagement with the Chief Constable in developing this proposal, together with any operational advice provided by the Force

28. As described in paragraphs 19 to 21, at the time of writing this report, I am still in conversation with the Chief Constable about this programme.

Any assessment undertaken of alternative options for the use of these resources, including investment in core policing functions (for example, call handling capacity, neighbourhood policing visibility, or workforce sustainability)

29. There are a great many pressures on the police fund as it is allocated to me, as Police and Crime Commissioner for Leicester, Leicestershire and Rutland. It is a requirement that I use that funding to enable the Chief Constable to provide an effective and efficient service, to establish crime prevention activities and commissioner services to support victims and witnesses of crime.

30. As fellow elected officials, the Panel will be aware of the pressures of trying to balance funding across a number of critical systems. Each one of those systems could always use more funding.

31. For the financial year 2026/2027 I provided the chief constable with the highest proportion of the total police fund since I came into office.

32. To respond to the specific core policing functions that the Panel draw attention to:

Call Handling

33. In my Police and Crime Plan I committed to ensuring that our officers and staff had the very best equipment for the job we can provide and that they be able to use technology that makes them more efficient

34. What that has meant for call handling over the last eighteen months is that I have supported the Chief Constables requests to use the reserves to increase capacity in the call centre in terms of staffing and I have supported investment in improvement of facilities and technology. On my behalf, in reviewing the end of year accounts, my Deputy has recently supported the investment to the Force for their proposed full review into the call handling operation.

Neighbourhood Policing

35. In my Police and Crime Plan I committed to ensuring that there is a robust model of neighbourhood policing concentrated on preventing crime in your area, investigating when crime does happen and being there for you. I committed to delivering a crime prevention strategy, to take action aimed to drive crime down, to eliminate ASB hotspots and that you would see crime prevention activity being delivered in your community.

36. What that has meant for neighbourhood policing over the last eighteen months is that I have supported the Chief Constable's proposal for increased neighbourhood officers and PCSOs, we now have a Joint Prevention Strategy that spans both

organisations delivering primary, secondary and tertiary prevention activity and I have supported the delivery of the new ASB Action Plan.

Workforce Sustainability

37. In my Police and Crime Plan I committed to ensuring we had the right people with the right skills in the right place. I want to ensure that we are looking after our workforce and that we were delivering strategies aimed at driving recruitment and retention and ensure we are prioritising our people. I committed to growing the number of specials will grow and strengthening community support.
38. What that has meant for workforce sustainability over the last eighteen months is that I have supported the investment of additional roles in key areas such as call handling, vetting and most recently crime and intelligence. I have also supported the establishment and expansion of the Force's Occupational Health Unit that looks at the health and wellbeing of officers and staff.
39. More investment could be made into every area that I carry strategic responsibility for. However, the budget envelope demands prioritisation.

Any views you wish to provide on how this approach contributes to addressing known public concerns, including call handling performance and neighbourhood policing presence.

40. In developing the Police and Crime Plan I carried out consultation. A summary of that consultation was provided to this Panel alongside the draft Police and Crime Plan in October 2024. ([\(Public Pack\)Agenda Document for Leicester, Leicestershire and Rutland Police and Crime Panel., 28/10/2024 14:00 – page 25 to 28](#))
41. Of the feedback provided by the public they outlined wanting more community involvement in prevention and crime projects, more evidence-based initiatives and more visibility.
42. From the stakeholder feedback I saw a request for specific project to target and prevent crime, more diversionary activity, working in partnership and protection of the most vulnerable.
43. From this Panel's feedback to me there was a suggestion that anti-social behaviour be given greater prominence.
44. In addition, during my community days feedback about police visibility and communities wishing they saw more feet on the street in their area has been a common theme.
45. This project, via whichever model of delivery, will contribute to those concerns.

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