



Leicestershire Police
Headquarters



The Police & Crime Commissioner
LEICESTER, LEICESTERSHIRE & RUTLAND

Police and Crime Plan

2024 - 2029



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



Town Hall Square, City of Leicester



Old Church Square, Market Harborough



Guild Hall, City of Leicester



Rutland Water

What's Inside

Contents

03

Foreword by the Police and Crime Commissioner

04

Local and National Priorities

05

My Vision and Missions

06

Delivery

07

Prevention

08

An Efficient and Effective Force

09

Supporting Victims and Witnesses

10 - 11

Preventing and Tackling Crime and Harm

12 - 13

Measuring Performance

16

Resources

17

The Peelian Principles

Welcome

A word from the PCC

Your Police and Crime Commissioner - Leicester, Leicestershire & Rutland

“The Police are the Public and the Public are the Police,” wrote Sir Robert Peel when he founded our modern police force. He went on “the police are only members of the public who are paid to give full time attention to the duties which are incumbent on every citizen.”

Peel intended that the police should have the co-operation of the public and of other public bodies. It is in that partnership that the route to safer and more prosperous communities is to be found. This Police and Crime Plan sets out how I, as your Police and Crime Commissioner, intend to bring Peel's principles of policing to Leicester, Leicestershire and Rutland in the 21st Century.

I want to see the police, councils, public bodies, charities, voluntary groups and the public working together to drive down crime, care for victims and build real community spirit.

We will need adequate resources to achieve that, and those resources need to be allocated carefully to where they will do the most good. I will lobby the national government to reform the outdated Police Funding Formula which massively disadvantages our area compared to others. I will bid for additional funds to help deal with issues in our specific area. I will ruthlessly pursue value for money and cost effectiveness in all the services that my Office commissions. I will look to commission the most effective services from those best placed to provide them.

This holistic approach will put a renewed emphasis on prevention and on partnerships. I will seek to empower local communities to help themselves.

As you can see from the detail in this Police and Crime Plan, I aim to provide a wide range of services to support those of us unfortunate enough to fall victim to crime.

First and foremost, I will work with the Chief Constable to provide an efficient and effective police service. This will involve ensuring that the Police Estate is fit for purpose now and into the future both for the use of the police and of the public. I will work to see the Force provided with an effective and innovative range of vehicles for their work. The financial sustainability of the Force will be key, especially in these uncertain times.

Care for victims and for witnesses of crime will follow a trauma-informed path to be as effective as possible. Navigating the criminal justice system as victim or witness can be a daunting and stressful experience. I will work closely with other bodies in the criminal justice system to try to ensure a co-ordinated and cooperative approach.

Violence and vulnerability will obviously be high priorities, but I want to see the impact on our communities as well as on individuals taken into account.

That is why neighbourhood policing must be a key focus alongside business crime, rural policing, road safety and violence against women and girls.

Building safer and more prosperous communities must be a co-operative effort in which we all play a positive and dynamic role, as Sir Robert Peel established all those years ago. This Police and Crime Plan is designed to carry us all forward.



**POLICE & CRIME
COMMISSIONER**

Rupert Matthews

Police & Crime Commissioner

Local and National Priorities

04

In the creation of this Police and Crime Plan I have reviewed the opinions expressed by you, the views of the Chief Constable, the priorities of key partners from across Leicester, Leicestershire and Rutland and Central Government.

I am your Commissioner, and your views are important to me. I opened a public and partner engagement programme over the summer of 2024. Over 1,100 partners were contacted for their views and an online survey was completed by almost 3,000 of you. I am grateful for your input.

Through this survey you have made it clear to me that you want clear action to tackle violence and support the vulnerable. You want our Force to be visible and have what they need to operate well.

You have told me that you want community level involvement in crime prevention and support for local initiatives to prevent crime. You want your roads and streets to be safer. I have built all of that into this plan.

I have also been in discussion with the Chief Constable about what is most needed, operationally, to ensure that Leicestershire Police is equipped to face the demand anticipated in the future and what is needed to continue to drive and improve performance

He has carried out a detailed analysis of the Force and informed me that the strategic priorities for this coming period are:

- Improving service and standards
- Finding efficiency and productivity
- Investing in the right people with the right skills and wellbeing
- Maximising the best technology
- Reducing demand by working alongside partners

I know that so much of what we want to achieve we must do together and as such I have spent time reviewing the strategic plans many of partners across the city and two counties have in place. It is clear from reviewing the plans of our Integrated Care Board, our Fire and Rescue Service, Probation and our Local Authorities that

there is a clear desire to work hard on prevention. The need to be more proactive and less reactive is a drive I share. You will see prevention activity throughout my plan aimed at supporting the Partnerships. Preventing crime and the root causes of crime will be a priority focus.

The Home Office published the most recent version of the Strategic Policing Requirement in February 2023. It is my responsibility to ensure that is taken into consideration across Leicestershire, Leicester and Rutland and that we are contributing to these greater national threats. We all have a responsibility to ensure that we are contributing to issues that affect beyond geographical boundaries.

The current Strategic Policing Requirement sets out seven priorities:

- Violence Against Women & Girls (VAWG)
- Terrorism
- Serious and Organised Crime
- A National Cyber Event
- Child Sexual Exploitation (CSE)
- Public Disorder
- Civil Emergencies



My Vision

To see local communities, police, partners and public working together to make Leicester, Leicestershire and Rutland safer, through a clear focus on crime prevention, bringing offenders to justice and supporting victims and witnesses.



My Mission

Delivering for Victims and Witnesses

Despite proactive efforts to prevent it, crime still happens, and no two victims of crime are the same.

Some require immediate support, for some it takes time. The support we offer must cater for these differences and ensure that victims have multiple opportunities to accept help regardless of where they are in their justice journey.

Through the delivery of improved victim care and a stronger focus on restorative justice, I want to give victims more control over their recovery and give them the tools they need to live safely and confidently in future.

In doing this the Force, and my Office, should act transparently to build public confidence. You should be able to see, and scrutinise, what we are doing. I will ensure systems are in place to enable you to do just that.

Tackling and Preventing Crime and Harm

Our success should not be measured on arrests but by the absence of crime.

However, when a crime is committed ensuring offenders are pursued, arrested and brought to justice is critical for reducing ASB and crime in our communities.

By working in partnership and collaborating with communities, I will increase the focus on crime prevention; the early diversion of young people and vulnerable adults away from the criminal justice system; and robust offender management programmes which balance the need for proactive enforcement with tackling the causes of offending.

It is important that we invest in approaches and interventions which are most likely to be effective. I will support the sharing and use of data and insights to ensure we target resource effectively and use the best available evidence in designing solutions.

Ensuring an Effective and Efficient Force

An effective and efficient force has a policing model that works well, provides good value for money and is well-housed and resourced. I will make sure that we are taking steps to ensure these elements over the next four years.

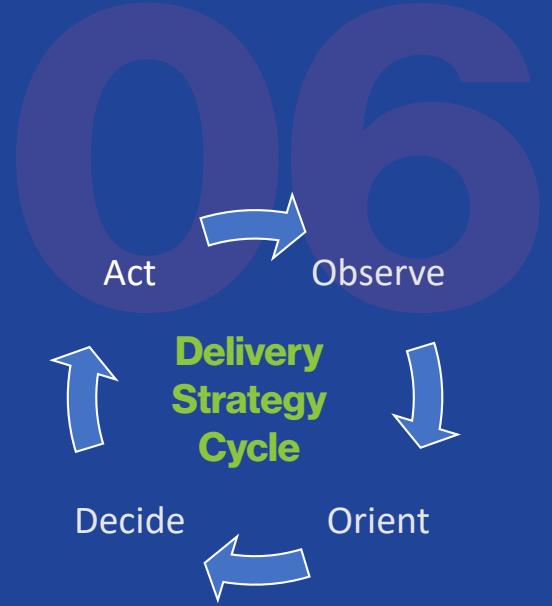
I will ensure that a tight grip is kept on budgets, ensuring value for money – the money that you provide, and I will support the Force, and my Office to become even more efficient than they already are.

I will be developing an Estate Strategy that is fit for the future ensuring that our police are visible in our neighbourhoods. Being seen inspires trust and confidence in our communities.

I want to enable the Force to build a model of Neighbourhood Policing that ensures that our Officers have the skills and equipment they need to keep our streets safe.

Delivery

To deliver on my Vision I have created three Missions. Each Mission will have a number of Delivery Strategies, built from what you have told me is important. I will be using an OODA loop (Observe, Orient, Decide and Act) process, focusing on filtering available evidence, putting it in context and making agile revisions to ensure that these Delivery Strategies continue to contain the most impactful activity for you over the next four years.



You will see each Delivery Strategy has the following:



Success Statement

What am I aiming to do here for you?



Delivery Statement

What will I deliver to do it?



Measure of Success

How will I, and you, know it is working?

A Holistic Approach to Crime Prevention

The first principle outlined by Sir Robert Peel nearly two hundred years ago was prevent crime and disorder wherever possible. It remains true to this day that prevention is better than a cure.

I will ensure that this principle underpins all of our activity. I, and my Office, will work with the Chief Constable, the VRN, partners and public across Leicester, Leicestershire and Rutland to address the root causes of crime and deliver activity that evidence indicates will be most likely to prevent and reduce it.

I will empower local communities to implement activities themselves that will have an impact in their local areas. I will continue to work with Community Safety Partnerships to deliver strategies and interventions most likely to prevent the types of crime most impacting their areas.

We will have a Prevention Strategy that pulls together all the activity that needs to take place across Leicester, Leicestershire and Rutland to create safe and prosperous communities in the long-term. You will see this as a golden thread running through my Delivery Strategies. We will do it together.



An Effective and Efficient Police Force

07

Within this mission I will focus on five Delivery Strategies. This activity will combine to ensure that Leicestershire Police is delivering an excellent service for you as efficiently as possible. There will be activity strands to cover Financial Sustainability, The Police Estate, Our Workforce, Resources and our model of Neighbourhood Policing.


Financial Sustainability

 I will ensure that Leicestershire Police is secure for the long term. Public finances are tight, and I want to ensure that the Force are in a sustainable financial position into the future. .


 I will deliver strategies that maximise value for money, ensure that spending on your behalf is clear and transparent and fight for Leicester, Leicestershire and Rutland to get a fair share of the national funding.

 You will be able to see our financial arrangements clearly on our website, you will be able to see what we are spending, where and why. You will be able to see the savings we make and where we are repurposing them.


The Police Estate

 I will ensure that Leicestershire Police has an estate that is fit for purpose now and into the future, I will ensure that we are working towards increased environmental sustainability and that we increase opportunities for public to engage.


 I will deliver a public Estate Strategy that lets you know where your nearest police building is and how and when to access it. I will make sure there are increased opportunities for you to speak to a member of staff face to face.

 You will see police buildings increasing in visibility, you will have more opportunities to speak to a member of the Force should you need to, and you will see us operate in a more environmentally beneficial way.


Workforce


 I will ensure we have 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 are an employer of choice.


 I will deliver strategies aimed at driving recruitment and retention and ensure we are prioritising our people. The number of specials will grow and community support strengthened.

 I will aim to increase the number of specials, increase the length of service of a PCSO and ensure that our workforce better represents the communities it serves.


Resources


 Our officers deserve to have the very best equipment for the job we can provide and be able to use technology that makes them more efficient. I will ensure they have it.


 I will commission reviews to ensure that technology is being assessed and implemented across the force. I will ensure that fleet efficiency is maximised.

 You will see officers using a wider variety of equipment, and I will report to you annually on the Force's implementation of technology and difference it is making.

Policing

 I will make sure 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 will deliver a crime prevention strategy and a published model of neighbourhood policing, so you know what to expect.

 You will see us taking action aimed to drive crime down. You will see action to eliminate ASB hotspots and you will see crime prevention activity being delivered in your community.




Delivering for Victims and Witnesses

08

Within this mission I will focus on three Delivery Strategies. Activity within those strategies will be focussed on ensuring the right services are in place for victims or crime, striving for an effective criminal justice system across LLR and ensuring we have the right checks and balances in place for you to be assured both I and Leicestershire Police are working for you with transparency and integrity.



Supporting Victims

-  Victims and witnesses deserve the very best care and support we can give them. I will ensure that we commission trauma informed services with input from those with lived experience. I will make sure these services are easily accessible for the diverse communities of our area.
-  I will ensure that all who have contact with victims know how to refer to our services. I will make sure that service is available in accessible formats and multiple languages. I will make sure that compliance with the Victim Code of Practice is driven through the Force.
-  You will see easily accessible victim support, even for those who do not wish to report a crime. You will see compliance with the Victim Code of Practice rise and you will see action plans in place to ensure that the Force is focussed to support those affected by crime.

Effective Criminal Justice



Court proceedings are not always the most effective way to deal with crime. I will work with the Local Criminal Justice Board to identify solutions that relieve some of this pressure. The use of Out of Court Resolutions can bring swift and satisfactory justice for victims of crime.



I will establish systems that support the Force to use out of court solutions for victims of crime wherever most effective. I will also help to drive any technological advances possible to speed up the processing of files so our Officers can get cases ready faster.



You will see improved outcomes for victims of crime, ensuring the system works for those who need it most. You will see a system that puts public protection at the core by better implementing measures and increasing restorative justice to divert from offending.

Scrutiny and Legitimacy



We must operate in a way that the public can trust. Much of that is about being transparent about what we do and how we do it. I will not only ensure that the public can see that transparency, but I will ensure there are increased ways you can be involved in the process.



I will ensure that easily digestible performance reports for my Office and the Force are published regularly on our website. I will ensure that you have a clear way of being able to raise your concerns about our conduct when you need to.



You will see performance reports published regularly on our website and through our social media channels. You will see clear information about the routes with which you can raise a concern. I will deliver actions aimed at building your trust and confidence in.



Leicester Crown and County Court




Members of the Hate Crime Scrutiny Panel


Preventing and Tackling Crime and Harm


10

Within this mission I will focus on six Delivery Strategies. Activity within those strategies will be focussed on preventing crime wherever possible and tackling it wherever needed. Strategies will deliver this activity for Violence and Vulnerability, Road Safety, Violence Against Women and Girls, Neighbourhood Crime, Business Crime and Rural Crime.


Violence and Vulnerability


 I want people to feel safe in their homes and on our streets. Serious violence across LLR is falling and I want to ensure that it continues to do so. Those that are vulnerable to being drawn into crime will be identified and supported.

 I will continue to support the approaches started by Violence Reduction Network. I will invest in diversionary activity for children and young people that aims to draw them away from knife crime and I will put measures in place to identify those who suffer from hidden crimes.

 You will see programmes for young people in those areas they are needed the most, you will see initiatives to ensure you can enjoy our nighttime economy safely. I will aim for this activity to cause a fall in incidences of serious violence.


Road Safety


 Alongside partners we will make our roads safer. I will be working with the Chief Constable to crack down on the anti-social use of vehicles including e-scooters and illegal e-bikes. I want to increase the number of safety initiatives on our roads.

 I will work alongside the Road Safety Partnership to deliver road safety initiatives. I will continue to give the Chief Constable my full support when it comes to car related ASB and I will support the Road Safety Unit to deliver the excellent Fatal4 campaign.

 You will see me take action to reduce the number of people killed or seriously injured on our roads. You will see increased activity on our roads to tackle speeding and you will continue to see firm action against car cruising.

VAWG

 I want Leicester, Leicestershire and Rutland to be a place that women and girls feel safe. Incidents of stalking and harassment will be dealt with quickly and effectively. We will have systems in place that ensure women and girls feel confident to come forward.


 I will facilitate the delivery of evidence-supported behavioural change campaigns so that people are in no doubt of the types of behaviour that are unacceptable. I will continue to work with the partnership to ensure we are all prepared to stamp out VAWG.


 You will see more confidence in women and girls coming forward to report crimes against them. You will see activity delivered across the city and two counties aimed at flushing out unacceptable behaviour.




Rupert Mathews in Rutland meeting rural communities and the rural crime team


Neighbourhood Crime


 Not all neighbourhoods are affected by crime evenly. I will be taking a data led and targeted approach to ensure those that are most at risk get targeted support. At the same time, I will ensure that everyone across the Force area benefits from crime prevention advice.


 I will deliver, through my Office and with the support of Community Safety Partnerships and the public, funds into local communities for crime prevention activity. I will ensure that more areas benefit from the approach of People Zones.

 You will see initiatives installed to protect you, your property and your wider community. Most importantly, you will feel safer in your own homes and on the streets than you do already.


Business Crime


 I want our businesses to thrive across the region. I will make sure that I have done everything I can to reduce shoplifting and eliminate assaults on shopworkers. I will make sure that businesses are equipped with the information they need to be able to protect themselves from crime.


 I will deliver programmes of crime prevention to help businesses. I will work with the Chief Constable to ensure that Leicestershire Police are making it as easy as possible to report business crimes and that they are doing all they can to pursue all reasonable lines of enquiry.

 I want to see a reduction in shoplifting, but this will be challenging as the reasons are varied. You will see businesses reporting that they feel better supported and that their issues are taken seriously and investigated well.

Rural Crime

 Rural crime is falling and I want to see it continue to do so. I will deliver initiatives that concentrate on crime prevention and support rural communities to implement schemes that will work in their local areas.

 I will deliver crime prevention roadshows across our rural communities enabling property marking and crime prevention advice to be distributed. I will ask our Chief Constable to set out what our rural communities can expect from their policing teams.

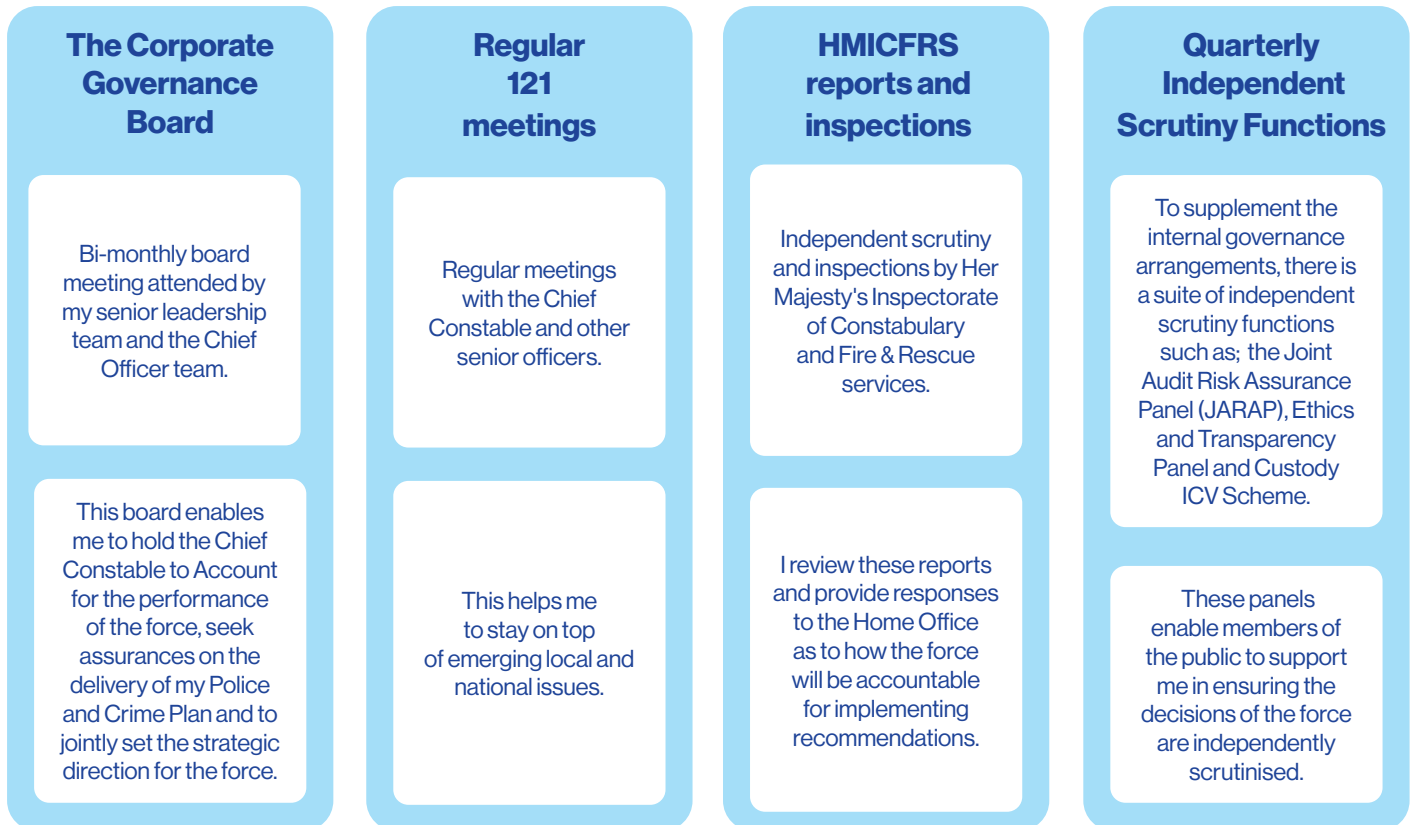
 You will see activity designed to reduce the levels of rural crime. If you live in a rural area, you will see us in your community delivering advice to you. You will see up to date information about your local policing team and what they are doing.

Measuring Performance

12

Governance Arrangements

I will meet regularly with the Chief Constable to ensure performance of the Force and delivery against the Police and Crime Plan is monitored and tracked. The scrutiny and assurance around performance is achieved through the following governance arrangements:



Performance Framework

Throughout the delivery strategies, a number of headline metrics have been identified, these will support me in understanding if the detailed activities are having a measurable impact. These metrics will be tracked by my Office and regular reports will be presented at the Corporate Governance Board. The Police and Crime Plan performance framework is displayed overleaf.

These reports will be published on my website and presented to the Police and Crime Panel and will contain a mixture of qualitative and quantitative measures and additional context.

A strategic performance framework will also be made publicly available to facilitate further public scrutiny and awareness of the performance of Leicestershire Police. The performance against these measures will be tracked over time which also include the National Policing Measures, exceptions will be highlighted and reports requested at the Corporate Governance Board to provide further operational context.

There are also a number of annual reports that will be used to support me in my responsibility to hold the force to account for performance, this includes; recruitment and retention data, homicide profiles and trust and confidence briefings for example.

Priority	Headline Metric	Source
Financial Stability	Published Medium Term Financial Strategy Victim Satisfaction	Local Data National Crime & Performance Measures
The Police Estate	Number of places public can engage with staff Number of assets that have had their visibility increased	Local Data
Our Workforce	Diversity of Force compared to diversity of Leicester, Leicestershire & Rutland Average length of service for a PCSO Staff satisfaction for Force and OPCC	Local Data
Resources and Equipment	Confidence in the law enforcement response to cyber crime Officer hours saved	Crime Survey for England & Wales Local Data
Neighbourhood Policing	Number of Neighbourhood Officers Abstractions from Neighbourhood Policing (hours) Police deal with local concerns	Local Data Local Data Crime Survey for England & Wales
Violence and Vulnerability	Incidences of murder and other homicides Offences involving discharge of a firearm Police referrals into drug treatment Incidences of serious violence (adults/young people) Hospital admissions for assaults with a knife or sharp object	National Crime & Performance Measures
Violence Against Women & Girls (VAWG)	VAWG defined offences Satisfaction with police among victims of domestic abuse Stalking and harassment offences	National Crime & Performance Measures National Crime & Performance Measures National Statistics
Rural Crime	Volume of rural crime offences Positive outcomes for rural offences	Local Data
Business Crime	Incidences of shoplifting Incidences of shopworker assaults Positive outcomes rate for business crime offences	National Statistics Local Data National Statistics
Road Safety	Number killed or seriously injured (KSIs) Volume of burglary offences	Partnership Data
Neighbourhood Crime	Volume of vehicle crime offences Volume of theft from person offences Volume of robbery offences Volume of ASB incidents	National Crime & Performance Measures
Delivering for Victims & Witnesses	Level of Victim Code of Practice Compliance Level of Duty to Collaborate Compliance	Local Data
Scrutiny and Legitimacy	Police do a satisfactory, good or excellent job	Crime Survey for England & Wales
Criminal Justice	Positive outcomes rate Volumes of Out of Court Resolutions	National Statistics

Working in Partnership



Harborough District Community Safety Partnership's van, funded by Rupert Matthews, is connecting police and communities

Partnership working will be critical to the success of this plan, as it was the last. The problems we seek to address and the systems we operate within are complex. Successful delivery will require high levels of co-operation and collaboration most importantly with communities. I will make sure that my definition of a partnership is broad. Working in partnership with our statutory partners and other large partners will be vital, as will working in partnership with smaller organisations at grassroots level. I want to create a coalition of the willing across Leicester, Leicestershire and Rutland, through commissioning and co-commissioning of activity, to implement evidence-based interventions which meet the needs of our local areas and make a tangible contribution to the overall impact of reducing crime, harm and demand.



Festival of Chariots, City of Leicester

Local Criminal Justice Board

- I will continue to work with local and national criminal justice partners to improve local systems for victims and witnesses.
- I will ensure challenges are proactively addressed and processes and services are improved for victims and the public.
- I will advocate for increased use of out-of-court resolutions where appropriate and ensure local offender management programmes focus on high-quality rehabilitation.

Strategic Partnership Board

- I will support a wide-range of partners to collaborate in tackling system-wide issues such as public place violence and knife crime, serious organised crime, violence against women and girls, domestic abuse, modern slavery and child criminal exploitation.
- I will support partners in the discharge of their statutory duties such as those relating to combatting drugs and preventing serious violence.
- Building on the success of our local Violence Reduction Network, I will invest in data-driven, evidence-based and prevention focused approaches to secure longer-term change.

Community Safety Partnerships

- CSPs will continue to play a vital role in ensuring responses to ASB, crime and disorder and are tailored to the experiences and needs of local communities.
- I will advocate for increased community involvement including drawing on the innovation and expertise of the Voluntary, Community and Social Enterprise (VCSE) sector.
- Use the invaluable insights, held by communities, in generating and delivering solutions across our local partnership landscape.

Working Directly with Communities

- Parish Councils, Neighbourhood Watch groups and other community groups run by volunteers are the backbone of civil society.
- These groups have a direct interest in keeping their communities safe and have much to offer. I want to ensure that groups like these have access to training, support and funding to undertake initiatives.
- The Commissioner's Safety Fund will continue to be available to eligible organisations who want to be part of the solution.

A Word on Resources

I will be taking a long-term approach to resources, spending and funding pressures to ensure the delivery of an effective and efficient service. I want to ensure that we have plotted the strategic objectives for the Force over the next four years in a way that makes them possible to resource well.

I will work with the Chief Constable over the next few months to develop a sustainable financial plan that spans my term of office and beyond. This will include the development of some key enabling strategies around the estate, the fleet, and IT etc.

I will collaborate with the Chief Constable on an annual basis to set a detailed budget that covers the day-to-day operational activity of the Leicestershire Police. In setting the budget, I will consider the level of Council Tax Precept in any spending pressures and its impact on households. Things are financially hard for many, and I want to ensure that any tax rises I am responsible for are essential to delivering you with an effective and efficient police service, crime prevention activity and victim support.

Through my office, I commission and co-commission a number of key and essential services across the city and two counties. This activity will continue to achieve my core activity of crime prevention and victim support.

I will ensure that holistic support is available to victims of crime. Improving services for victims of crime is a key priority in my Police and Crime Plan. Through the delivery of improved victim care and a stronger focus on restorative justice, I want to give victims more control over their recovery and give them the tools they need to live safely and confidently in future. I also recognise that victims who feel believed and supported are much more likely to support criminal justice proceedings – this will help my plans to bring more offenders to justice.

Much of the funding that I disseminate goes directly to communities for prevention of crime at the grassroots levels. I will continue to make funds available to communities directly and via their Community Safety Partnerships so that small scale local activity can take place that protects our communities.



Rupert Matthews experiences the drone team in action

I can, however, only allocate the resources with which I am provided. Leicestershire Police have been at the mercy of an unfair funding formula for years. We receive one of the lowest levels of funding per head of any police force in the country.

In addition to new prisons in our region our Police Force has had to respond to the introduction of legislation in-year, which is laying an extra burden, without any additional funding provided from central government to pay for them. For example, the ban on the XL Bully breed of dog means that we have had to allocate a vastly increased budget to this area of work, it has more than doubled the funding needed for our region. That work, and many other examples, are not reflected in the funding formula. Neither does the formula give recognition to those areas who have seen greatly increased demonstration activity due to global events, Leicestershire Police have had to respond to multiple demonstrations, all have increased budget pressures.

Leicestershire Police receive the 12th lowest level of funding per head of population. I will continue to fight for a fairer police funding for the people of Leicester, Leicestershire and Rutland. I will continue to lobby Central Government for multi-year funding settlements to enable us to plan for the future.

The Peelian Principles

When Sir Robert Peel founded the modern police force nearly 200 years ago, he developed a set of principles to define the ethical requirements the police must follow to be effective. I believe that they are as valid today as they were then.



- 1 To prevent crime and disorder, as an alternative to their repression by military force and severity of legal punishment.
- 2 To recognise always that the power of the police to fulfil their functions and duties is dependent on public approval of their existence, actions and behaviour, and on their ability to secure and maintain public respect.
- 3 To recognise always that to secure and maintain the respect and approval of the public means also the securing of the willing co-operation of the public in the task of securing observance of laws.
- 4 To recognise always that the extent to which the co-operation of the public can be secured diminishes proportionately the necessity of the use of physical force and compulsion for achieving police objectives.
- 5 To seek and preserve public favour, not by pandering to public opinion, but by constantly demonstrating absolutely impartial service to law, in complete independence of policy, and without regard to the justice or injustice of the substance of individual laws, by ready offering of individual service and friendship to all members of the public without regard to their wealth or social standing, by ready exercise of courtesy and friendly good humour, and by ready offering of individual sacrifice in protecting and preserving life.
- 6 To use physical force only when the exercise of persuasion, advice and warning is found to be insufficient to obtain public co-operation to an extent necessary to secure observance of law or to restore order, and to use only the minimum degree of physical force which is necessary on any particular occasion for achieving a police objective.
- 7 To maintain at all times a relationship with the public that gives reality to the historic tradition that the police are the public and that the public are the police, the police being only members of the public who are paid to give full-time attention to duties which are incumbent on every citizen in the interests of community welfare and existence.
- 8 To recognise always the need for strict adherence to police-executive functions, and to refrain from even seeming to usurp the powers of the judiciary of avenging individuals or the State, and of authoritatively judging guilt and punishing the guilty.
- 9 To recognise always that the test of police efficiency is the absence of crime and disorder, and not the visible evidence of police action in dealing with them

17

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**POLICE & CRIME
COMMISSIONER**

for Leicester,
Leicestershire & Rutland
Your Communities - Your Commissioner



Leicestershire County Council building



Leicester City Hall



Rutland County offices



Rupert Matthews testing the Knife Arch