

# Force Management Statement 2025 - Strategic Overview

## Introduction

The annual Force Management Statement is an extensive, internal self-assessment produced by the force. It is based on guidance by His Majesty's Inspectorate of Constabulary and Fire Services (HMICFRS).

This Strategic Overview considers and summarises the key findings from the FMS process in 2025 and considers them alongside external factors affecting Leicestershire Police.

The FMS and external factors have been brought together to inform the force's strategic priorities.

The strategic priorities set out areas of focus for Leicestershire Police and inform plans to deliver an effective, efficient and legitimate police service for the people of Leicester, Leicestershire and Rutland. They align with the current Police and Crime Commissioner's Police and Crime Plan. The priorities have also shaped our budget build for 2025/26 and Medium-Term Financial Plan.

This overview sets out:

- the key external factors we have considered
- what the FMS consists of and its key findings, and
- the strategic priorities we have identified, and steps taken to implement them.

The FMS is a moment in time. Leicestershire Police has built live systems and processes to analyse our capability and performance on an ongoing basis. We use these systems throughout the year to evaluate progress, to inform decision-making, and to provide transparency across the organisation about performance.

The Office of the Police and Crime Commissioner for Leicester, Leicestershire and Rutland and HMICFRS have access to our performance data. This provides transparency and accountability on an ongoing basis. It means they can look at force performance and provide scrutiny in a timely, regular way. The force is therefore better able to make continuous improvement as part of day-to-day governance in addition to scheduled inspections and formal reporting.

The force checks and challenges the strategic direction and priorities annually. This allows us to respond to, or realign with, any significant changes to our capability over the year as well as adapt to any new or emerging external factors. It means the force can learn from and improve what we have found during the year to strengthen our planning and performance.

Improvement is continuous. However, we also identify and prioritise areas where transformation may be needed.

In 2023–2025, HMICFRS undertook a PEEL inspection (police efficiency, effectiveness and legitimacy) of Leicestershire Police.

The inspection acknowledged the good performance of Leicestershire Police in managing offenders and suspects, treating the public fairly, building and protecting our workforce, as well as highlighting the work of our prevention directorate as national best practice.

However, the inspection recommended the force needs to improve its service for the public in some key areas, such as responding to the public and investigating crime.

The force was given a ‘good rating’ for providing a good range of support for officers and staff experiencing potentially traumatic incidents and those in high-risk roles, for effectively pursuing high-risk outstanding suspects and wanted persons to protect the public from harm and understanding the importance of making sure its officers act without bias in interactions with its communities. In addition, the inspection acknowledged the force’s Prevention Directorate prioritises the prevention and deterrence of crime, antisocial behaviour and vulnerability.

Work continues proactively to make improvements in line with the PEEL inspection recommendations in order for us to deliver the best service we can to the residents of Leicester, Leicestershire and Rutland in line with our Policing Pledge.

**Leicestershire Police**  
Protecting our communities

**The Leicestershire Police Pledge**

Leicestershire Police is an emergency service.  
We protect our communities, maintain the peace, prevent and detect crime.

Working day and night to carry out our duty and service, we will:

- answer emergency calls by telephone and give a non-emergency service 24/7 365
- offer support to victims in all cases and share crime prevention advice
- prioritise emergencies and direct you to an appropriate agency if it is not the police
- protect you from harm and pursue reasonable lines of enquiry to catch criminals
- have a customer service desk in each local policing area
- update you about your crime with a minimum of contact every 28 days
- be visible and active, with regular updates available about police activity in your area
- treat you with respect and courtesy and act with integrity
- work with communities and partners to fix local problems to prevent and detect crime
- innovate and invest in our people and technology to press for high standards always

## What are the external factors?

To inform our strategic direction, we considered a range of external influences affecting Leicestershire Police's work in the medium-term.

Type	External factors in brief, May 2025
<b>Political</b>	<ul style="list-style-type: none"> <li>- Change in Government, Police Reform and Government funding allocations and priorities</li> <li>- Elections: County Council</li> <li>- Commitments of the police uplift programme and Neighbourhood Policing Guarantee</li> <li>- Latest census data</li> <li>- Continued tensions internationally</li> <li>- Devolution/reorganisation of local government</li> <li>- Governments Safer Streets Mission- commitment to halving VAWG and knife crime</li> <li>- Angiolini Inquiry recommendations</li> <li>- Independent Sentencing Review 24-25 and Prison capacity challenges</li> <li>- Courts and National Probation service offer</li> </ul>
<b>Economic</b>	<ul style="list-style-type: none"> <li>- National economic conditions</li> <li>- NHS, City and County Council budget pressures</li> <li>- National pay awards and cost of living</li> <li>- National funding formula for policing and its impact on Leics</li> </ul>
<b>Social</b>	<ul style="list-style-type: none"> <li>- Low trust and confidence in policing – increased scrutiny through social media and media</li> <li>- Social issues such as mental health, addiction and homelessness</li> <li>- Expectations of the police service's ability to deliver (when policing is not the lead provider)</li> <li>- Changing demographics in Leicester and increased housebuilding in Leicestershire</li> <li>- Employment offers and conditions: hybrid working, wellbeing, digital access, competition for specialist roles</li> </ul>
<b>Technological</b>	<ul style="list-style-type: none"> <li>- Expectation of digital services: capability and capacity</li> <li>- Use of AI focussing on data management and analysis</li> <li>- Expectation of time/cost efficiencies through technology</li> <li>- Hybrid working practices</li> <li>- Pressure on supply of skills</li> <li>- Increased threat of cyber-attacks on public bodies</li> </ul>
<b>Legal</b>	<ul style="list-style-type: none"> <li>- College of Policing, HMICFRS and NPCC professional practice</li> <li>- Changes to public order and protest legislation</li> </ul>

	<ul style="list-style-type: none"> <li>- Accreditation processes</li> <li>- New Criminal Justice Bill 2023</li> <li>- Undercover Policing Public Inquiry and Nottingham Inquiry</li> </ul>
<b>Environmental</b>	<ul style="list-style-type: none"> <li>- PCC's Police and Crime Plan</li> <li>- UK Government's commitment to net zero by 2050 – sustainability plans</li> </ul>

The table above summarises the key external factors affecting Leicestershire Police at a strategic level.

In combination, these factors have set the strategic context for Leicestershire Police's planning, transformation and service delivery. In 2025 we have a new Temporary Chief Constable David Sandall who will continue to drive these strategic priorities forward for the Force.

Addressing trust and confidence in our service locally is our top priority. This has led to investments in service and standards against a transformation and continuous plan called Operation Forefront: Service + Standards = Trust.

The Force has managed vacancies closely and looked for efficiencies to save £22 million over the last three years including 2025/2026. This last financial year £9.3 million savings have been made to deal with a significant budget deficit. Due to the effective implementation of the sustainability plans the force has overcome the budget deficits in 2022/23, 2023/24 and 2024/25 and due to the effective approach, additional efficiencies were planned and realised to support close to the anticipated budget deficit in 2025/26. This has led to a reduction in Officers, Staff and PCSO's and whilst the force records higher levels of demand and complexity and has less resourcing than in 2010, the funding formula is detrimentally exasperating the issue each year.

A sustainability plan continues to find significant savings and efficiencies in readiness for budget challenges next year whilst continuing to sustain good service and high standards.

The force has carried out a detailed Strategic Threat and Risk Assessment to mitigate external factors. This identified operational risks and threats the force might experience. This assessment is reviewed internally and scrutinised by HMICFRS, the Police and Crime Commissioner and other relevant agencies.

Other external factors which impact our strategic priorities are the Government's focus on Violence Against Women and Girls, recommendations following the Angiolini Inquiry and other factors such as the Neighbourhood Policing guarantee and Safer Streets. Existing work and structures at Leicestershire Police such as the Prevention Directorate and our minimum engagement standards for Neighbourhood Policing put us in a strong position to deliver these agendas.

## Combining external assessment with internal evaluation

In parallel to external assessments, the force assesses and reviews its internal capabilities through a rigorous process. This is at the heart of the FMS approach in Leicestershire: the

FMS then informs strategic priorities by balancing the external factors and demand against internal capability and capacity.

The FMS uses data, interviews and analysis to present a comprehensive picture of the demands on the force, both operationally and on its support functions. This informs strategic decision-making as a whole and means Chief Officers and senior responsible officers can prioritise resources, including non-operational ones, to provide the best possible service to the public.

## What does the FMS consist of?

The Force Management Statement (FMS) is a detailed self-assessment of:

- the demand the force expects to face in the future;
- the current performance, condition, composition, capacity, capability, serviceability and security of supply of its workforce, and the extent to which current force assets will be able to meet expected future demand;
- how the force will change and enhance its workforce, policies, practices and other assets to cope with future demand;
- the impact the Chief Constable expects those changes to have and the effect of any residual risk of service failure; and
- how the force has aligned its current financial profile and developed its medium-term financial plan to prioritise and achieve the areas for investment highlighted within the FMS.

This detailed internal assessment includes an Organisational Risk Assessment (ORA) using the national MoRiLE team's guidance.

FMS 2025 identifies the following key themes:

- digital capability – maximising the best technology
- workforce development – right people with the right skills
- volume and complexity of demand at first contact and at neighbourhood level
- financial sustainability
- collaboration – reducing demand through partnership

Significant transformation and focus were given to those areas to mitigate risk and manage demands.

The FMS is supported by strong data, governance and an effective operating model. The force decided to convert the themes emerging in the FMS directly into strategic priorities – and for the force's performance framework to track these priorities through enabling strategies. The FMS has therefore directly informed the strategic direction and performance of the force based on data and analysis.

A more detailed, department-level analysis is available to decision-makers in force, the Office of the Police and Crime Commissioner and HMICFRS. This identifies specific business areas where operational demand has grown and where adjustment is required. From this operational analysis and other sources, we have drawn the following strategic themes or priorities.

The strategic priorities for 2025 continue as:

- improving service and standards
- finding efficiency and productivity through financial sustainability
- investing in the right people with the right skills
- maximising the best technology
- reducing demand by working with partners

### ***Improving service and standards***

The latest census confirmed a rise in the population in Leicester, Leicestershire and Rutland. Notably, it recorded an even more diverse city and significant housebuilding in the county of Leicestershire.

To improve our service and standards we will be continuing to focus on crime prevention strategies, community engagement, and enhancing overall public safety.

This aligns with the Leicestershire Police pledge to protect communities and maintain peace.

Maintaining and improving public trust and confidence is crucial, especially for departments like Neighbourhood Policing, Response and Investigation, and Professional Standards.

Proactively addressing risks through strategic planning and investment will ensure long-term sustainability and service reliability, helping to build public trust and confidence.

This year, Leicestershire Police are reviewing the neighbourhood policing service to deliver the Government's Safer Streets initiative and to scrutinise efficiency in this area. We have seen significant investment and new technology in Contact (Layer 1) to improve contact with the public (GoodSam – video call resource) and invested in modernising the Contact Centre Building. In addition to this a new Assessment and Investigation Unit which will improve our digital investigations and make best use of technology in contact management.

We have also invested in new software (Layer 3) to improve quality of investigations, outcomes and victim satisfaction as well as reducing unnecessary demand.

In addition, the Prevention Directorate (Layer 0) continues to lead a force-wide strategic approach to reduce demand, reduce repeat offending, and solve problems with partners before police action is needed. For example, the Phoenix Programme is a prevention initiative run by the Violence Reduction Network, which seeks to prevent violence and associated crime from recurring through a comprehensive multi-agency programme. The programme works with 14-year-olds and above who are involved in group-related violence related behaviours. The programme has received praise nationally and is being used as best practice by other forces.

Like the last two years, FMS 2025 indicates high levels of demand to protect vulnerable people (e.g. related to sexual offences and online sexual offences, exploitation, witness care, and response in neighbourhoods). Demand on investigators in specialist units and in local police stations remains very high.

### ***Financial sustainability***

Ensuring financial stability through effective budget management, cost-saving initiatives, and strategic investments is crucial. Effective budget management supports sustained efforts in crime reduction and community safety, allowing for continued investment in workforce development and ensuring value for money.

The force maintains good financial management by developing a medium-term financial plan (MTFP) that covers a period of at least four financial years, and this provides a longer-term view which enables informed decision-making to take place for the period of the plan.

In 2022, the force was able to report the healthiest financial position for a decade. In 2023 however, the financial picture changed. This was due to an unfunded pay award from central government for 2023/24 and additional inflationary pressures. Local funding was needed to meet the shortfall. From then, the force began to put in place a three-year sustainability plan of cash savings in 2023/24 (recouping more than £3.9m); a transformation programme for 2024/25 (with a target of £8.6m); and planning for further efficiencies in 2025/26 of £4.8m.

Throughout 2024 the force implemented options for transformation, changes in service, redundancy and reducing the size of the workforce to meet its sustainability plan. As a result, the £9.3 million saving was completed to bridge the funding deficit.

As a strategic priority, financial sustainability is fundamental. It sits in close balance with the other strategic priorities and has constant scrutiny by senior leaders and Chief Officers, supported by the Office of the Police and Crime Commissioner.

### ***Maximising the best technology we can***

The importance of digital and technological investment remains very high. Exploiting advanced technologies to enhance operational efficiency, service delivery, and crime-solving capabilities is vital. New technology is an essential enabler and key to the delivery of other strategic priorities, for handling increased demand and improving service delivery.

Through the Digital Forensics Transformation Programme advanced technologies will look to deal with the challenges the Digital Forensic Unit faces. We are implementing new technology to improve enforcement and data analysis, and support intelligence-led policing and crime-solving capabilities. For example, the introduction of redaction software is improving efficiency and saving officers' time. In addition to this investment in the use of Video Response (GoodSam) has enabled connection with victims and witnesses to be quicker and more efficient.

There is a challenging balance to strike between sustaining business as usual on existing infrastructure and the time and resource required to bring onboard new or more efficient systems. In 2024 we undertook a comprehensive review of Information Technology services, and a new digital governance structure was implemented. Part of this review was the creation of a competitive labour market for many of the specialist skills required as retaining and attracting people to the relevant roles is key and part of the force's plans.

Digital capability and capacity continue to be enablers for service improvements, efficiencies and the productivity changes the force wants and needs to make. It remains tightly connected

with our workforce who need skills to make best use of technological solutions. Financial considerations are vital because of the capital and running costs required.

Digital capabilities and solutions play a significant role in public trust and confidence, given the range of services requiring digital contact as well as the vital infrastructure needed to deliver almost every service. It is also important to note that the threat of cyber-attack remains high and therefore investment in critical infrastructure and security is vital.

We also have designed a 'Blueprint' to forward plan towards 2030 covering key areas including finance, our people and technology. As part of this work there has been a review of IT services to introduce more competitive roles and salaries and recruitment of a new Chief Technology Officer.

### ***Investing in the right people with the right skills and wellbeing***

Investing in training, leadership development, and maintaining a skilled and motivated workforce is essential to meet the evolving demands of policing.

Training and development are crucial to address capability gaps and ensure that staff are equipped to handle complex tasks. A well-trained workforce is better equipped to provide comprehensive support to victims and witnesses, directly supporting the priority of developing a skilled and motivated workforce.

The force has continued to invest in progression and professional development, with a renewed emphasis on developing supervisory, management and leadership skills.

The Team Leicestershire Academy delivers Leadership courses which have been accredited by the College of Policing, demonstrating Leicestershire Police are ahead in development in this area for their senior officers and staff.

Throughout 2024 Wellbeing and Occupational Health has also been re-prioritised as a key enabler. We invested and delivered a refined occupational health offer and new central facilities to mitigating demand, preventing absence and ill health, and improved service. Commitment to the delivery of this service continues in 2025.

The force has carried vacancies in staff positions for a significant period. This helped to offset financial pressures in-year in 2023/24.

Having the right people with the right skills continues to be a constant focus for risk assessment and gap analysis. This strategic priority has critical importance to delivery and is interdependent on other priorities, notably finance, digital, and service and standards.

Developing and building the capacity and capability of the force's people runs deeply through the FMS. A strong and motivated workforce is essential to service which holds the trust and confidence of the public.

### ***Reducing demand through partnership***

Leicestershire Police has an established and strong track-record in working with local authorities, agencies and regional partners to deliver services for local people in an efficient and effective way.

Reducing demand through partnership involves crime prevention strategies, community engagement, and improving overall public safety.

This aligns with the Leicestershire Police pledge to protect communities, maintain peace, and prevent and detect crime, emphasising the importance of crime prevention and community engagement to improve public safety and tackle serious and organised crime.

To support this strategic priority there are several areas of work which support reducing demand:

- The Prevention Directorate works collaboratively with partners to proactively prevent and deter crime, vulnerability and anti-social behaviour. During 2025 they will continue work on Hotspot Policing and Problem Solving in our Neighbourhoods supporting the Governments Safer Streets initiative and finding innovative ways in partnership to deal with anti-social behaviour and town centre crime.
- The Community Cohesion Unit will continue to work closely with the public and partners to build confidence, understanding and engagement within our communities. We are committed to the National Police Race Action Plan and the new National inclusion Strategy 2025-2030, as well as the external scrutiny panels we continue to hold to make sure we are open and transparent including the use of Independent Advisory Groups.
- “Right Care, Right Person” processes have been introduced in 2024 and will continue to be a focus in 2025. This means local people can expect to be directed to the most appropriate agency for their need and that local partners work together to design out problems which stop people going to the right service for help.

Partnerships with agencies in the Local Resilience Forum continue to hold significant value to Leicestershire Police and are instrumental to public trust and confidence.

A growing population with diverse needs, budget pressures in the public and third sectors, increased calls to manage public protest, unprecedented pressure in the wider criminal justice system, plus continued high levels of demand to support vulnerable people all depend on working in partnership. Policing cannot reduce harm on its own. It is therefore a strategic priority in 2025, into which the force has invested, closely aligned with financial sustainability as well as improving service and standards.

## Conclusion

This Strategic Overview has set out the key findings of our Force Management Statement 2025. It shows how we have combined a rigorous internal evaluation with an assessment of external factors to inform the force’s strategic direction. The FMS has informed the force’s priorities, enabling strategies, transformation agenda and operational plans.

The full data and underpinnings of the FMS are available to the HMICFRS and the Office of Police and Crime Commissioner so that they can be tested, verified and explored in context.

Leicestershire Police intends to refresh this document in 2026 as part of our business cycle. Its purpose remains to maximise our effectiveness and efficiency and meet our vision to be a leading force in the country delivering high quality policing that local people trust.

**I submit this Force Management Statement on behalf of Leicestershire Police.**



**Signed:**

**T/Chief Constable David Sandall**

**Date: 29.05.25**