



Police and Crime Panel

June 2025

Monitoring the Police and Crime Plan 2024-29

Report Date	9 June 2025
Report Author	Lizzie Starr, Director of Governance and Performance
Security Classification	Official

Purpose of Report

1. This report is brought to the panel to provide an update on the arrangements to monitoring the delivery of the Police and Crime Plan that commenced in April 2025.

Request of the Panel

2. In their role to scrutinise the actions and decisions of the PCC, the Commissioner requests that the panel examines the contents of this report. He would specifically like to ask the panel their opinion on the following questions;
 - a) Is the Panel supportive of approach outlined in respect to the monitoring arrangements of the delivery of his Police and Crime Plan 2025-29?
 - b) Would the Panel like to make any recommendations to the PCC in relation to the approach outlined within the report?

Summary

3. It is the opinion of the PCC that this report sets out a clear and transparent approach to monitoring the delivery of his Police and Crime Plan and that this approach provides regular and timeline updates to the public.
4. The PCC is supportive of plans to enhance the scrutiny around the progress of the plan by developments such as; the internal governance structure, named key owners and points of contact and inclusion of the public and public scrutiny panels.

Background, Relevant Data and Trends

5. The Police and Crime Plan was brought to Police and Crime Panel in Autumn 2024.
 - a. That paper and the approach taken to setting the Police and Crime Plan can be found at page 23 here: [Presentation of a New Police and Crime Plan](#)
 - b. The final version of the Police and Crime Plan can be found here: [Police and Crime Plan 2024 - 2029](#)
6. Monitoring a Police and Crime Plan is essential to ensure that the strategies and objectives outlined in the plan are being effectively implemented, and that they are achieving the desired outcomes. It also helps identify areas where adjustments or improvements are needed.
7. Delivery of the expected outcomes from the plan will be monitored through a set of headline performance measures and a number of sub performance

measures. These measures will form an associated Police and Crime Plan performance framework.

8. Before monitoring the plan, it is important to have clear, measurable goals and objectives for each delivery area. These have been aligned with both short-term and long-term crime reduction and public safety outcomes and the National Crime and Policing Measures and Home Office VRN success measures that are monitored quarterly by the Government to reduce duplication.
9. Effective monitoring of a police and crime plan requires consistent and reliable data collection. This data will help assess progress against the established objectives. The metrics will be collected on a quarterly basis and where possible directly sourced by the OPCC to avoid unnecessary demand on the Force analytical team. It is important to note that for those metrics the source data will be agreed between the Force/OPCC to ensure the right data metrics are used and this is aligned from both sides.
10. Performance and progress against each delivery strategy will be monitored on a regular basis and each one of the thirteen delivery strategies will be rotated through the internal Corporate Governance Board. These reports will highlight the performance against the headline and sub-metrics and summarise progress and actions relating to that delivery strategy area, including successes, challenges and risks to delivery. The forward look for the delivery strategies is shown below:
 - c. May 2025 – The Police Estate, Workforce
 - d. July 2025 – Violence and Vulnerability, VAWG
 - e. September 2025 – Rural Crime, Business Crime
 - f. November 2025 – Neighbourhood crime, Neighbourhood Policing
 - g. January 2025 – Road Safety, Resources, Business Crime
 - h. March 2026 – Scrutiny and Legitimacy, Supporting Victims, Effective Criminal Justice
11. Community feedback is vital for monitoring a police and crime plan, especially in terms of assessing public confidence and the effectiveness of community policing strategies. Ultimately the Commissioner is accountable to the community he serves, and it is therefore important that these reports and progress are made publicly available. Following the CGB discussions these reports will be presented to the Police and Crime panel and made available on the OPCC website. Keeping them informed and involved is essential for effective monitoring.
12. The OPCC has reviewed its internal governance structure and have created a dedicated board, Police and Crime Plan Delivery Board, to enable the plan to be monitored and progress to be tracked on a quarterly basis. The meeting will

be chaired by the Chief Executive and owners for areas of delivery will be held accountable for the progress or delays in delivery within their areas.

13. Where appropriate the Commissioner and team will draw upon public feedback and independent advisory groups (Ethics and Transparency Panel and JARAP) to strengthen the level of public assurance provided in relation to the delivery of the plan; especially concerning accountability, legitimacy, transparency, and fairness.
14. To enhance the public scrutiny of the Police and Crime plan, it was supported by the Corporate Governance Board for the OPCC to explore avenues to enhance the public scrutiny and involvement in this, of the plan. The OPCC are therefore trialling a public question function to enable the public to ask targeted and strategic questions regarding the delivery of the plan. It is anticipated that this will be live before Autumn 2025,
15. It is important and fundamental to the success of this approach to clearly define the roles and responsibilities of each stakeholder and hold them accountable for contributing to the plan's success. The outlined roles and responsibilities have been agreed during the last Corporate Governance Board:
 - i. Force –
 - i. Have a named senior contact and SPOC for each delivery strategy
 - ii. Provide quarterly performance information as agreed by the metrics in the PCP Dashboard for the agreed metrics
 - iii. Provide further contextual information on any activities and actions related to those delivery areas for inclusion in the report
 - iv. Identify areas of risk and challenge that may impact the delivery of the PCP
 - j. OPCC –
 - i. Have a named senior contact and SPOC for each delivery strategy
 - ii. Provide quarterly performance information as agreed by the metrics in the PCP Dashboard for the agreed metrics
 - iii. Provide further contextual information on any activities and actions related to those delivery areas for inclusion in the report
 - iv. Identify areas of risk and challenge that may impact the delivery of the PCP
 - v. Set and maintain the CGB forward plan providing transparency on the upcoming topic areas, reviewing this inline with operational demand for the force
 - vi. Maintain and develop the PCP data set
 - vii. Collate the information provided by the Force/OPCC and format into report for board meeting

- viii. Where appropriate collect and collate public feedback regarding the relevant delivery strategies
- ix. Produce quarterly public monitoring reports for the public and key stakeholders, showcasing what has been achieved and what still needs attention.
- x. Annual evaluation to assess the impact of the plan

Conclusion

16. No plan is static, and this approach towards regular monitoring should help identify areas where adjustments or improvements are needed enabling the delivery strategies to be adjusted to ensure the overall outcomes of the plan are achieved. As crime patterns evolve or new challenges arise, the police and crime plan delivery strategies should be adjusted accordingly.
17. This approach also supports a continuous improvement regime by regularly assess the effectiveness of implemented strategies and programs. If certain actions are not achieving the desired outcomes, there is flexibility to adjust them based on evidence and feedback.
18. Finally, regular reporting and transparency are key components of monitoring a police and crime plan. Clear communication of results—whether successful or not—helps build trust and ensures that the plan remains accountable.

Implications

Financial: None

Legal: There is a statutory responsibility for the Police and Crime Commissioner to publish and deliver a Police and Crime Plan. There is a responsibility for the PCC to regularly report on the progress of the plan.

Equality Impact Assessment: None

Risks and Impacts: Without clear and comprehensive monitoring there is a risk the Police and Crime plan won't be delivered.

Links to Police and Crime plan: This report sets out an approach for monitoring the police and crime plan

Communications: None

Person to contact

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