Committee(s): Strategic Planning and Performance Committee	Dated: 06 February 2023
Subject: Policing Plan Measures 2023-24	**Public**
Which outcomes in the City Corporation's Corporate Plan does this proposal aim to impact directly?	1
Does this proposal require extra revenue and/or capital spending?	**N/A**
If so, how much?	**N/A**
What is the source of Funding?	**N/A**
Has this Funding Source been agreed with the Chamberlain's Department?	**N/A**
Report of: Commissioner of Police Pol 22-23	**For Information**
Report author: Alix Newbold, Interim Dir HQ Services and Claire Flinter, Head of Business Information	

Summary

This report sets out proposals for performance measures linked to the Policing Plan priorities for 2023/24. The measures provide a strategic overview of how effectively City of London Police is delivering against Policing Plan priorities in way that is clear and transparent to Members and the public. Where appropriate the measures align with other national frameworks such as national policing performance measures set by government. Police Authority Board will continue to undertake detailed scrutiny of specific aspects of the Policing Plan through its assurance framework led by its four committees, and a programme of deep dives on priority areas.

Recommendation

Members are asked to note /discuss the proposed measures in this report.

Main Report

BACKGROUND

1. The Policing Plan published in 2022 set out three operational priorities and three organisational priorities underpinned by values of professionalism, integrity and compassion.

   a. Operational priorities:
       i. Keep those who live, work, and visit the city safe and feeling safe
       ii. Protect the UK from the threat of economic and cybercrime
       iii. Put the victim at the heart of everything we do

   b. Organisational priorities:
       i. Our people
       ii. Our resources
       iii. Efficiency and effectiveness

2. The Policing Plan 2022 contained 32 performance measures and 91 performance metrics. It was agreed at Strategic Planning & Performance Committee in November 2022 that these should be rationalised as part of the Policing Plan 2023 with a greater focus on strategic outcomes.

CURRENT POSITION

3. The Policing Plan is currently being refreshed for 2023-24 and Members have been involved in that process. The proposed performance measures are set out below. The measures are linked to the Plan's strategic priorities and national policing performance measures set by government.

Measure	Policing Plan priorities
Reduce neighbourhood crime (neighbourhood crime consists of; burglary residential, robbery personal, vehicle crime and theft from the person offences)[*]	Keep those who live, work, and visit the city safe and feeling safe
Reduce violent crime (violent crime consists of; homicide, violence offences, stalking and harassment and sexual offences)[*]	Keep those who live, work, and visit the city safe and feeling safe
City of London Police positive outcome rate is higher than the national average (charge, caution, community resolution)	Keep those who live, work, and visit the city safe and feeling safe Protect the UK from the threat of economic and cyber-crime
National positive outcomes for economic and cyber crime are increased (charge, caution, community resolution)	Protect the UK from the threat of economic and cyber-crime
Capabilities to tackle economic and cyber crime are developed through training and accreditation	Protect the UK from the threat of economic and cyber-crime
Action Fraud victim satisfaction levels are maintained	Put the victim at the heart of everything we do
City of London Police victim satisfaction levels are improved	Put the victim at the heart of everything we do
City of London Police is a psychologically and emotionally healthy place to work (bi-annual measure)	Our people
City of London Police workforce engagement levels are increased (annual measure)	Our people

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[*] National Policing Performance Measure

Measure	Policing Plan priorities
City of London Police recruitment activity is improving how well its workforce reflects the communities it serves	Our people
Financial outturn is within 1% of forecast (bi-annual measure)	Our resources
Staff agree they are well equipped to do their job (annual measure)	Our resources
The public feel safe	Efficiency and effectiveness
The public have confidence in City of London Police	Efficiency and effectiveness

4. It is proposed that assessments of each measure will continue to be undertaken, using the outlined methodology (summarised below). The grading assessment aligns with HMICFRS inspection grading system. (This is not to suggest that those gradings would be used by the HMICFRS but provides a common language when describing performance). It can be described as follows:

Table 1 – Grading Assessment Criteria

Grade	Description
OUTSTANDING	Consistently exceeds in its performance
GOOD	Consistently meets performance levels expected
ADEQUATE	Performance is met most of the time, but it is not consistent, plans are in place to improve and there is good confidence in them
REQUIRES IMPROVEMENT	Performance is not met most of the time. Plans are in place to improve but there is less confidence around these plans.
INADEQUATE	Performance is consistently not met and/or plans to improve are unclear
NO GRADING	Area under development with the business or not enough data or context to yet determine performance

5. As with HMICFRS, there are a number of factors that go into making an assessment which is not always based purely on the data. Factors that go into the grading system are as follows:

Table 2 – Grading Factors

Data and trends	Where available, this will help us understand the long-term trends, and whether performance is stable, declining or improving. Statistical Process Control methodology is used to identify early warnings in positive or negative performance trends, as well as statistical exceptions in the data. This allows us to monitor if the data is within the expected control limits. Data will be looked at over 5 years where possible, to gain a strategic understanding of performance.

Benchmarking	Where benchmarking is available and understood, this will be used to inform the assessment.
Business context	This is qualitative information supplied by the business, which can be supported by data. This information helps to understand if plans are in place and what any mitigation measures are.

6. City of London Police will continue to monitor many of the metrics reported in 2022/23 through its internal performance and management processes. In addition to the above measures, it is recommended the Strategic Planning & Performance Committee establishes a programme of deep dives for 2023/24 that will enable detailed scrutiny of performance relating to other key areas of focus within the Policing Plan (subject to other emerging issues):

    a. How effectively is City of London Police working with stakeholders to improve counter terrorism security?

    b. How effectively is City of London Police identifying, supporting and safeguarding vulnerable people?

    c. How effectively is City of London Police tackling serious and organised crime including disruption of drugs supplies and county lines[*]?

    d. How effectively is City of London Police supporting victims including through the criminal justice system, with a particular focus on domestic abuse[*]?

7. Police Authority Board governance structures already enable detailed scrutiny of other areas of performance linked to Policing Plan priorities and values including:

Committee	Scrutinises	Policing Plan priorities
Resource Risk & Estates Committee	Alignment between financial and workforce planning	Efficiency and effectiveness
	Delivery of the accommodation programme and other capital projects	Our resources
Economic & Cyber Crime Committee	Performance of national lead force for fraud and implementation of national strategies and plans to tackle economic and cyber crime	Protect the UK from the threat of economic and cyber-crime
Professional Standards & Integrity Committee	Workforce representation and culture	Our people and values
	Proportionality in use of powers including stop and search and strip search	Values (and public trust)

Committee	Scrutinises	Policing Plan priorities
	Local implementation of national strategies linked to equality, diversity and inclusion including race and violence against women and girls plans	Our people and values (and public trust)

CONCLUSION

8. The proposed performance measures will enable Police Authority Board to monitor how effectively City of London Police is delivering against the priorities in the Policing Plan 2023. The rationalisation of the measures will make City of London Police performance more transparent and clear to the public and more in line with the national approach of government and police and crime commissioners.

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