

Committee: Police Performance and Resource Management Sub-Committee	Date: 26 th February 2014
Subject: Policing Plan Measures 2014-15	Public
Report of: Commissioner of Police Pol 14/14	For Decision
<p style="text-align: center;"><u>Summary</u></p> <p>This report presents proposed measures for 2014-15 supporting delivery of the policing plan. The general approach to developing measures for 2014-15 was shared and discussed with Members at two workshop meetings towards the end of 2013. Members endorsed the approach taken, which has included carrying over a number of existing measures, reducing the overall number of measures in the policing plan (incorporating some 2013-14 measures into directorate-level plans) and developing a measure to reflect the new crime outcomes framework which will go live from April 2014.</p> <p>A complete schedule of all proposed measures is attached as Appendix A.</p> <p>Recommendation</p> <p>3. It is recommended that your Sub Committee considers and approves the measures attached at Appendix A as the policing plan measures for 2014-15.</p>	

Main Report

Background

1. An initial proposal for policing plan measures was shared informally with Members at the first policing plan workshop on 30th October 2013. At that meeting Members provided feedback and views on potential measures, especially with respect to crime outcomes (formerly 'sanction detected' and 'non-sanction detected') which has been reflected in the suite of measures presented here (see paragraphs 4-7). A revised set of measures was shared with Members at the second workshop meeting on the 6th December at which time additional work was required on a few of the proposed new measures.
2. The Force reviews its set of measures that support delivery of the policing plan every year. Over recent years, the measures have been constantly revised to the extent that, with the exception of one or two targets, the Force has reported against a different set of targets each year. This has made year-on-year trend

analysis against certain measures for all practical purposes impossible, and makes a direct comparison with previous year's performance very difficult. Given that the principal Force priorities do not change significantly from one year to the next, it makes sense to retain core measures which remain fit for purpose, albeit percentage levels might change dependent on past performance. Accordingly, it is proposed to retain a number of measures from the existing policing plan; that proposition was endorsed by Members at a Police Committee Policing Plan Workshop held on the 6th December 2013. A schedule of the proposed measures for 2014-15 is attached as Appendix A.

3. Of the 19 proposed targets detailed in the revised policing plan, 12 have been carried forward either unchanged or with some minor variation. The overall number of measures has reduced slightly compared to the current year, although the reduction is offset somewhat by the new National Lead Force priority that has four measures allocated to it. Fewer targets in the policing plan was also supported by Members at the policing plan workshops held in November and December last year. Many of the targets that have been removed from the policing plan will now appear in Directorate level plans and will continue to be monitored by Performance Management Group (PMG). A schedule detailing those measures is attached to this report at Appendix B.

Crime Outcomes

4. Members will be aware from participation in workshops and previous reports that the Force undertook to explore the extent to which a crime outcome target could be developed for inclusion in the revised policing plan. The proposal was to develop a target aiming to 'improve positive crime outcomes compared to 2013-14 levels'.
5. By way of background, crime outcomes will be introduced by the Government from April 2014 to replace the existing detection categories, which are currently split between 'sanction detections' (Charge/Summons; Caution/ Reprimand /Warning; Taken into Consideration; Penalty Notice for Disorder; Cannabis Warning) and 'non sanction detections' (CPS decision to take no further action; offender dead). These are to be replaced by a broad range of new categories (see Appendix C). From April 2014 this will result in all crimes having a defined outcome. Detections will cease to be reported. A major shift in thinking in making this change has been to remove any sense of any one outcome being better or preferable to any other. Key to this is the concept that crimes will be dealt with to victims' satisfaction. The Government has been explicit in stating that in doing this they are seeking to completely remove any opportunity for forces to set (often not intentionally) perverse incentives through detection targets.¹

¹ A Revised Framework for Recorded Crime Outcomes – Summary of consultation responses and conclusions. Home Office 2013. Page 11: "The broad aims of a revised outcomes framework are: to strengthen police discretion by recognising the full range of possible disposals...rather than incentivising police officers to pursue a particular outcome because it is perceived as 'better' than others...no one outcome is favoured over others, the emphasis should shift from hitting targets to appropriateness." - and "...the framework should ..help to promote a more victim-oriented approach...by removing perverse incentives for forces to record and pro-actively pursue certain crimes on the basis of locally-set detection targets..."

6. Over the past two months the Force has back converted all the crimes committed from 1st January 2013 – 31st December 2013 into the new categories (results attached as Appendix D). It was originally thought this would allow the Force to assess where it might be appropriate to set improvement targets to those outcomes that were deemed 'positive'. However, any explicit attempt to class one outcome (e.g. community resolution) as better (or more 'positive') than another (such as 'screened out crime') will be viewed as undermining the cultural shift that the outcomes framework is designed to achieve, and which the Home Office have explicitly stated. There could be a particular risk if the Force published a target around this in a public document such as the policing plan.
7. However, the Force is committed to demonstrating its commitment to victims that crimes have been dealt with appropriately and to victims' satisfaction; it is proposed, therefore, to measure victim satisfaction with the specific outcome of their crime. As this has not been done before there is currently no benchmark against which a 'hard' target can be set; accordingly it would not be possible to defend robustly any decision as to why a certain level of achievement had been set. For 2014-15 therefore it is proposed to publish in the policing plan a commitment in the terms outlined above, that is to say to measure victim satisfaction with the outcome of their crime. This would be done by survey work (additional to the current victim survey) and the results would be reported to your Sub Committee quarterly together with a schedule detailing the various levels of crime outcomes to date, similar to Appendix D to this report. This approach will allow the Force to use the information as a management tool to address issues with victims as they happen (and take remedial action where necessary to improve); and provide your Sub Committee with sufficient levels of information to exercise its scrutiny and oversight function in this important area.

Reporting

8. Progress against the measures attached at Appendix A will be reported to your Sub Committee quarterly. In addition to the measures cited, the report to your Sub Committee will also include details of levels of crime outcomes as attached at Appendix D.

Recommendation

9. It is recommended that your Sub Committee approve the measures attached at Appendix A as the policing plan measures for 2014-15.

Background Papers: None

Contact:

Stuart Phoenix

Head of Strategic Planning

020 7601 2213

Stuart.phoenix@cityoflondon.pnn.police.uk