

<b>Committee(s):</b>	<b>Date(s):</b>
Police: Performance and Resource Management Sub Committee	18 <sup>th</sup> March 2015
<b>Subject:</b> Policing Plan Measures 2015-16	<b>Public</b>
<b>Report of:</b> Commissioner of Police Pol 17/15	<b>For decision</b>

### **Summary**

This report presents to your Sub Committee the amended Policing Plan measures for 2015-16, together with an indication of how they will be reported against. The measures are detailed in Appendix A. They are:

1. The level of specific counter terrorism deployments tasks that are completed
2. The level of community confidence that the City of London is protected from terrorism
3. The level of evidence-based education and enforcement activities, supporting the City of London Corporation's casualty reduction target
4. The percentage of ANPR activations where vehicles are intercepted by the City of London Police
5. The percentage of those surveyed who are satisfied with the information provided to them about large scale, pre-planned events and how those events were ultimately policed
6. The level of victim-based violent crime
7. The level of victim-based acquisitive crime
8. The level of antisocial behaviour incidents
9. The percentage of victims of fraud investigated by the Economic Crime Directorate who are satisfied with the service provided
10. To ensure City Fraud Crime, investigated by ECD results in a positive action whether through offender disposal, prevention or disruption
11. The attrition rate of crimes reported to Action Fraud
12. The number of complaints against Action Fraud
13. Level of the National Lead Force's return on investment
14. The value of fraud prevented through interventions
15. The percentage of victims of fraud who are satisfied with the Action Fraud reporting service
16. The level of Force compliance with requirements under the Strategic Policing Requirement
17. The level of satisfaction of victims of crime with the service provided by the city of London police
18. The percentage of people surveyed who believe the police in the City of London are doing a good or excellent job

### **Recommendation**

Members are asked to receive this report and approve the measures for use over 2015-16.

## **Main Report**

### **Background**

1. This report presents your Sub Committee with the measures developed to support delivery of the Policing Plan.
2. Members have previously endorsed the Force's proposal not to set formal targets for 2015-16, in common with many other Forces. The proposal was made to avert any unintended perverse incentives that targets can create.
3. Two workshops were held with Members; at the second workshop, a suite of measures were presented by the Force for consideration. The majority of the measures were endorsed by Members, who suggested some additional measures, which were subsequently included in the Policing Plan that was approved by your Police Committee on 26<sup>th</sup> February 2015.
4. Although the Policing Plan has been approved, this report provides your Sub Committee with an opportunity to consider the measures in isolation and in detail, and approve the use of the measures as presented or subject to further amendment.

### **Current situation**

5. One of the principal concerns expressed by Members was how performance against the measures would be assessed without a formal set target. The police service, together with many other services and companies, has used targets for many years to drive their business. It is therefore a significant cultural shift to move from a target-based system to one that reports levels of performance. It is arguable that it demands more of the recipients of the information to make a professional judgement in terms of how to read and treat the data.
6. Ultimately the Force wants to use performance management to maintain a high level of service delivery, improving where necessary to meet the needs of victims and the community and to be able to evidence the work the Force is doing to deliver its policing priorities. The shift from targets actually began around two years ago when Members approved use of measures that were not quantitative – the roads policing measure supporting the City of London Corporation's "Killed, Seriously Injured" (KSI) reduction target is an example. Performance against that measure is assessed in terms of the types of operations and events delivered which are designed to improve road safety for all road users. KSI figures are reported as an indication of the impact of the Force's activities. There are more of these types of measures in the revised suite of measures for 2015-16.
7. To move away from the 'Red, Amber, Green' culture that is associated with traditional targets, the Force will use one of three categories to describe the current state of performance for any particular measure. Those categories

are: “Satisfactory” – indicating that performance is within accepted tolerance levels; “Close monitoring” – indicating either that performance is just below satisfactory levels or longer term trends indicate a deteriorating state; and “Requires action”- indicating that levels of performance are significantly below tolerance levels or longer term trends indicate a significantly deteriorating state. The criteria will need careful refinement. For the majority of the measures past performance will be used as a guide to indicate tolerance levels or whether improvement is needed.

8. At the end of the year, instead of reporting that a particular target has been ‘achieved’ or ‘not achieved’ (which is now no longer possible), a narrative for each measure will be included that provides an assessment of performance over the course of the year.
9. All the measures are attached at Appendix A. The majority of the measures have the methodology and assessment criteria included, however, there are a few instances of where some detail is still be worked through, consequently it has not been possible to include all the detail in the Appendix. However, that information should be available by the time your Sub Committee meets and will be available to Members at the meeting.

### **Recommendation**

10. It is recommended that your Sub Committee approve the measures detailed within this report for Appendix A, subject to any additional amendments requested by Members.

**Contact:**

**Stuart Phoenix**

*Strategic Development*

T: 020 7601 2213

E: [Stuart.Phoenix@cityoflondon.pnn.police.uk](mailto:Stuart.Phoenix@cityoflondon.pnn.police.uk)