

Police authority performance management

The police have a key role within society in tackling crime and ensuring community safety, and they are one of the most fundamental and recognisable service providers in our local communities. Police authorities, as the representatives of the local community, have a duty to secure an efficient and effective police service, and performance management and effective holding of chief officers to account goes to the heart of police authorities' purpose.

Under statute police authorities are required, among other things, to:

- Secure the maintenance of an efficient and effective police service
- Achieve continuous improvements in policing performance
- Obtain the views of local people in policing matters.

Police performance in its simplest form just means **how well** the police carry out and deliver the wide variety of things that they have responsibility for.

"Performance" does not mean "performance indicators" (i.e. numbers and statistics), although this is a common assumption – for example when people equate simple crime statistics with police performance. Performance indicators merely help us to examine what performance is in reality.

Performance management is the practice of using information about past and current performance, and the factors that might affect future performance, to decide which actions to take to make that future performance better than it might otherwise be. In broad terms, it involves firstly planning and setting priorities, then monitoring delivery, and finally feeding the learning from progress that has been made into the next round of planning. Successful performance management builds on:

- Performance **measurement** – the collection of data about performance
- Performance **monitoring** – examining the output of performance measurement, to make judgements about the level of performance.

Performance management is therefore a key part of the work police authorities do. The diagram below illustrates the performance management cycle at force level, and the performance management roles the force and police authority have within this cycle.

Hallmark 1: The authority leads in setting policing priorities and targets, and sets the agenda for monitoring delivery

As a police authority member, the **local policing plan** is the main instrument you have for holding the chief officer to account, so it is important that the authority can influence what goes into the plan. You need to ensure that the plan reflects the results of consultation and your experience and understanding of your community.

The authority's key role during this stage involves **balancing** three sets of priorities:

- National priorities
- Local priorities identified by the police authority
- Priorities identified by your partners.

Hallmark 3: The authority is engaged in working with partners to influence delivery on community priorities

Policing outcomes are not just delivered by the police. The authority's partners include: the police force, local authorities, crime and disorder reduction partnerships (CDRPs) (Community Safety partnerships, CSPs in Wales) and local criminal justice boards (LCJBs).

Your engagement with partners is important because:

- A key role for the police authority is ensuring that partners are working to consistent and coherent objectives and targets – so that the three-year policing strategy and the local policing plan reflect the priorities of the community, and partners understand the policing view
- Working together gives all partners access to new sources of information and resources which can help you to target community problems better
- Communities derive greater benefit from **co-ordinated** activity that is built upon, and reinforced by, different and complementary organisations.

Hallmark 2: Performance management coverage is comprehensive. The authority considers the performance of all the functions of the force

The responsibilities of the police extend across a very broad range of activities. The police authority's role in ensuring efficient and effective policing for the local area encompasses all the force's activity, from crime reduction and protective services through to financial management and equality and diversity. Importantly, you should **consider** all aspects of police performance:

- When determining priorities for the force
- When monitoring performance and ensuring delivery.

The nationally developed Policing Performance Assessment Framework (PPAF) attempts to reflect the totality of policing activity in a high-level framework against which performance assessments can be made. Police authorities need to identify which areas of police performance to focus on and to do this you will wish to consider areas of performance covered by the PPAF assessments as well as other areas of police business that do not feature explicitly in the national framework. Using a risk-based approach can help you identify areas of performance to focus on.

The Policing Performance Assessment Framework currently divides policing activity up into the following seven areas:

Citizen focus – This domain focuses on satisfaction and confidence in policing plus fairness and equality alongside issues such as community engagement.

Local policing – For 2004/05-2005/06 this domain is focused on public confidence and neighbourhood policing. From 2006/07 the domain will also include local priorities for improvement.

Reducing crime – This area focuses on the level of crime reported to the police directly and by the British Crime Survey.

Investigating crime – This domain focuses on how crime is investigated reactively and proactively.

Promoting safety – This domain focuses on activity not linked directly to crime, e.g. reducing anti-social behaviour.

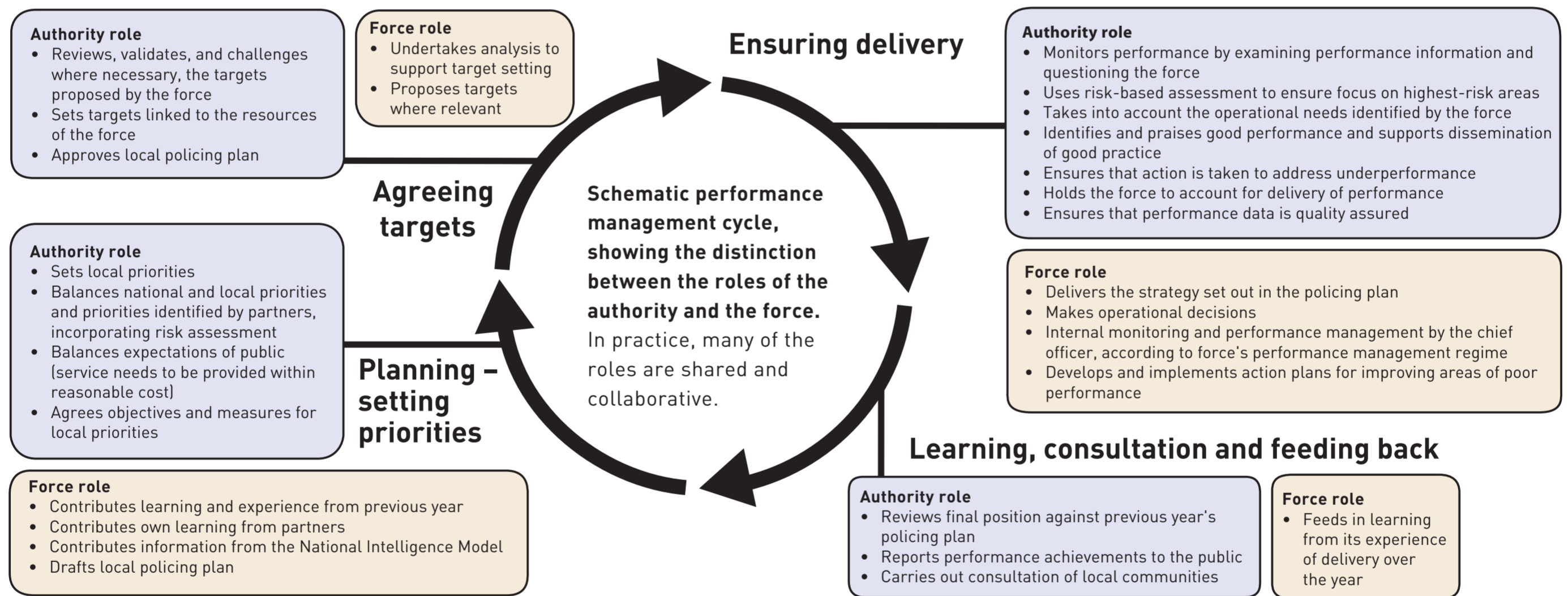
Providing assistance – This domain focuses on general policing and responding to requests for support.

Resource use – This domain focuses on how a force manages itself as an organisation and the resources it has at its disposal.

Want to learn more?

The main guidance document includes:

- More detail on the what police performance management is, and what the police authority role in the performance management of the force involves (section 2.1)
- More on balancing priorities, PPAF and an example of an authority developing its involvement in the planning process and target setting (section 2.2)
- An example of an authority using the media to increase awareness of the police authority and communicate policing performance (section 2.4)
- Tips on successful authority involvement in CDRPs/CSPs and an example of an authority working with partners in education and social services (section 2.5).



Enabler 1: People and relationships

Hallmark 4: Members understand their performance management role and what they need to do to be able to fulfil it

Hallmark 5: Members have the appropriate level of professional expertise available within the authority to support them

Hallmark 6: Authority members and officers are supportive but challenging in their key relationship with the chief officer. This key relationship enables the authority to work with the force without becoming too close to it

Want to learn more?

The main guidance document includes:

- Tips on relationships with the force (section 3.4)
- Description of the authority's role in recruitment and appraisal of chief officers, with an example of how one authority used the opportunity presented by a chief officer vacancy to refocus efforts on performance (section 3.5).

Enabler 2: Structures and processes

Hallmark 7: Members lead the review of performance through effective questioning and rigorous follow-up during meetings with the force

Hallmark 8: The authority sets aside adequate time for the consideration of performance and makes best use of that time through focus and preparation

Want to learn more?

The main guidance document includes:

- Examples of structures used by authorities – public and private meetings, member-only sessions (section 4.1)
- Information and case studies on authority-led investigations ("scrutiny" projects) (section 4.1)
- Tips on making your performance meetings more effective, and a case study showing how one authority went about designing effective support structures (section 4.2)
- Discussion of the role of the performance meeting chair in ensuring effective holding to account (section 4.2)
- Coverage of how some authorities have approached joint working with their force, including over BCU performance (sections 4.4 and 4.5).

Enabler 3: Data, analysis and reporting

Hallmark 9: The authority understands its performance information, and uses it as a tool for scrutinising and managing performance

Hallmark 10: The authority requests and receives timely, accurate and relevant performance data, analysis and information

Want to learn more?

The main guidance document includes:

- Information on how to use performance indicators and the importance of appropriate analysis in understanding actual performance (section 5.2)
- How to approach designing your performance report (section 5.3 and appendix F)
- Which sources of information on performance you should consider (section 5.4)
- Tips for effective questioning (appendix D)
- Discussion of the things to consider when setting targets (appendix F)