

MOPAC

MAYOR OF LONDON
OFFICE FOR POLICING AND CRIME



**METROPOLITAN
POLICE**

TOTAL POLICING

AUDIT PANEL

Tuesday, 19 December 2017

Met Performance Monitoring

Report by: The Director of Strategy & Governance

Report Summary

Overall Summary of the Purpose of the Report

This paper outlines the Met's performance management framework which operates at three levels, corporate, business group and BCU. It focuses on the mechanisms through which performance is monitored.

Key Considerations for the Panel

Panel may wish to consider how performance is monitored through the Met and whether this framework enables continuous improvement.

Interdependencies/Cross Cutting Issues

Improvements to our performance framework are included within the Met's governance improvement plans and feature within a number of the Met's corporate risks.

Recommendations

The Audit Panel is recommended to:

- a. Note the contents of this report.

1. Supporting Information

- 1.1. The Met's business plan describes the Met's vision and priorities including how we will deliver Police and Crime Plan (PCP) priorities. The PCP has three pan London priorities which are:
 - Keeping children and young people safe;
 - Tackling violence against women and girls;
 - Standing together against hatred, intolerance and extremism;
 - and has set 3 local priorities for each Borough, these vary depending on local concerns but always include anti-social behaviour.
 Our performance, risk and assurance framework helps us in understanding how well we deliver this and to continuously improve.
- 1.2. The performance framework operates at three levels; corporate, business group/thematic and Borough/Operational Command Unit (B)OCU. The diagram at **Appendix A** sets out the core meetings that form the framework. A brief description of each level in respect of this framework is given below.
- 1.3. The Met – and policing nationally – recognises that the span of police performance management is wider than ever. Fifteen years ago there was a Government-mandated focus, through Public Service Agreements, on a small number of higher volume measures such as vehicle crime and the number of offences brought to justice. Meanwhile police budgets – and thus officer numbers – were growing year-on-year. In 2017 we have encountered a number of challenges spanning the PCP priorities and wider issues around rising violence, safeguarding and counter terrorism demand. This is all being driven in the context of reducing and uncertain funding and service-wide transformation.

Corporate

- 1.4. The Met's Management Board chaired by the Commissioner meets every two months. The meeting starts with an overview of the Met's high level performance including the financial context. All Management Board papers must set out which of the Met's corporate risks they are addressing and at the end of each meeting the Board reviews how any of its decisions will impact the corporate risk picture.
- 1.5. In addition to this regular performance overview, Management Board commission deep-dives into issues that are critical in the delivery of our corporate objectives.
- 1.6. The Met framework aims to ensure performance and risk are managed at the right levels in the organisation, encouraging and empowering leaders to tackle the issues under their control whilst recognising some will need to be escalated, especially when the solutions require contributions from a number of business groups. As part of this approach a monthly executive level Performance Group was introduced in September 2017, chaired by the Deputy Commissioner and attended by DACs and staff equivalents.

- 1.7. Performance Group focuses on problem solving and priority setting. Over the last two meetings it has conducted deep-dives into the Met's investigative capabilities and issues within Met Command and Control. These conversations inform plans against our corporate priorities across a number of business areas including enabling services such as HR and Commercial. Performance Group will debate the range of current demands facing the Met, set corporate priorities and shape resourcing accordingly. It will agree the Control Strategy, which directs the corporate process for tasking assets such as the Territorial Support Group and surveillance teams, coordinate it with the annual Met Business Plan and provide the direction for the police officer posting process.
- 1.8. Risk & Assurance Board meets quarterly, is chaired by the Deputy Commissioner and attended by Management Board members. The Board seeks assurance that key risks to the delivery of the Met's objectives as set out within the Met's business plan are understood and effectively managed and that effective supporting frameworks are in place.

Business Group/Thematic

- 1.9. Business groups track their performance against plan through two key meetings these are:
 - Quarterly business group level **risk and assurance boards** which consider key risks to the delivery of business group level objectives and progress to deliver recommendations from audits and inspections.
 - Monthly **CrimeFighters meetings**. These meetings, normally chaired by the Head of Business Group, scrutinise performance against priorities. Themes for discussion are set on a rolling three month basis and are in line with the priorities in the PCP, risk register and the Met Strategic Assessment. Enduring performance issues or significant risks may be tasked to a Gold Group for consideration. Many of the local priorities set in the PCP are also Met-wide performance issues and are discussed at TP CrimeFighters. For example, over the past four months, burglary, antisocial behaviour, violence with injury and moped enabled theft have all been covered.
- 1.10. A reality of the Met – and London's – size is the need to manage performance in segments. Business group performance structures enable this to happen, but it is recognised that some thematic issues cross business groups and require a thematic focus. HMICFRS recognised the progress made by the Met in introducing a new governance framework for safeguarding, including an Assistant Commissioner chaired board, a Commander lead and a network of lead responsible officers. These are supported by a cycle of accountability meetings considering current performance and future developments and challenges, plus a new set of performance information including strategic and operational data. Similarly, a monthly CrimeFighters focuses on serious violence.

Borough/Operational Command Unit

- 1.11. Locally every SLT has a responsibility to understand the key risks that will prevent the achievement of objectives and to monitor performance.

- 1.12. Each Borough/OCU has a monthly CrimeFighters meeting chaired by the Borough Commander and attended by the Senior Leadership Team, all those present are empowered to make changes to improve service delivery. Themes for this meeting are normally cascaded from those topics discussed at the business group CrimeFighters meeting and will also cover local exceptions.
- 1.13. The Data & Insight team in Strategy and Governance scan all crime types to highlight exceptions in recorded offences, positive outcomes and key processes including response times, offender management, victim care, public confidence, criminal justice and the quality of crime recording. The process enables borough commanders to focus their meetings on both negative and positive changes, so as well as tackling problems they can learn from and reward improving performance.
- 1.14. The Police & Crime Plan local priorities are standing agenda items for every borough CrimeFighters. They will also be covered at local ward panels. It is recommended that they are also discussed at all Community Safety Partnership meeting, but this will be dependent on the chair.
- 1.15. In addition to this framework, there is also a tactical tasking cycle that operates across the Met. This considers performance against Met priorities when making decisions about short term postings and the deployment of operational resources. Its principal point of reference is the Control Strategy, set following a risk and threat assessment process run to a national standard by Met Intelligence.
- 1.16. The governance frameworks in TP and SC&O are currently under review to ensure that they are effective, responsibilities and accountabilities are clearly defined and that the levels of decision making are clear and fit for purpose. In particular, plans to introduce 12 BCUs will enable positive changes to TP CrimeFighters.

Setting and driving priorities – violence

- 1.17. The Commissioner has made clear that violence in all its forms is her biggest operational priority. Although now showing signs of stabilising, London's levels of gun crime and knife injuries are at five year highs and robbery has seen substantial year-on-year increases. There is evidence of similar trends in serious violence both nationally and internationally. Violence is therefore scrutinised at all levels of the Met's performance framework.
- 1.18. The well-established monthly cross-business group CrimeFighters focusing on gangs and serious violence brings together senior leaders from borough and the Trident command. It receives briefing on recent offending and tracks operational activity – for example levels of stop search and arrest against prolific firearms offenders and habitual knife carriers.
- 1.19. Knife crime and robbery have been repeated areas of focus at TP's business group CrimeFighters meeting and within the boroughs and BCUs where they

are prevalent. Learning and effective practice is shared between boroughs: for example the Lambeth borough commander presented to TP CrimeFighters about his approach to stop search, including additional training and development for his officers and substantial community engagement.

- 1.20. Despite all this focus, preventing violent crime in London represents a substantial challenge requiring cross-Met resource and coordination along with important roles for partners and the public. A “Violence Stocktake” was commissioned by Management Board during its regular performance agenda item, and presented to November’s meeting. It analysed the current increase in recorded offences and the Met’s response, including the Met’s capacity and capability to prevent further serious harm. This resulted in a series of actions focussed in improving our performance focus and tackling London’s most violent criminals. Performance Group will track progress.

2. Equality and Diversity Impact

There are no equality and diversity implications arising from this report. The performance framework can assist in identifying areas of disproportionality and the controls required to address these.

3. Financial Implications

There are no financial implications arising from this report.

4. Legal Implications

There are no legal implications arising from this report.

5. Risk Implications

The performance framework assists in the identification and management of significant risks at corporate, business group and BCU levels.

6. Contact Details

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7. Appendices and Background Papers

Appendix A – Performance, risk and assurance governance structure

Appendix A: performance, risk & assurance governance

