

## **Performance management of priority areas**

### **Areas for Inclusion**

This section should cover the following main areas:

1. Clarify the priority areas. Each priority area should have:
  - An aim(s).
  - Clear and meaningful objectives related to the identified aim(s).
  - SMART objectives.
  - Targets
  - An appropriate time scale
  - Appropriate performance measures to enable effective monitoring.

Some suggestions for information that could be included under each heading follow below.

Note that this section does not apply to drugs. For more information about Performance Managing the local priorities negotiated with Government Offices and prioritising the four national aims of the draft strategy – Reducing Supply, Communities, Young People and Treatment – please see the Performance Management Resource Pack - [www.drugs.gov.uk](http://www.drugs.gov.uk)

### **1. Clarify the priority areas**

The previous section explained the rationale for choosing priority areas. This section therefore should explain the how to monitor performance against these priorities.

Priorities should channel thinking and activity, and provide a clear understanding of what the partnership is trying to achieve. To ensure this, each priority area should have:

- *An aim(s)*

An aim is a simple statement, which sets out the purposes of the priority. It is important not to confuse aims with objectives. An objective is a specific statement that can be measured.

- *Clear and meaningful objectives related to the identified aim(s).*

An objective is a statement that describes something that you want to achieve, it should relate to the overall aim(s). Put simply, an objective is a statement that describes something you want to achieve – the desired outcome of the priority.

- *Smart objectives.*

Objectives must be defined in such a way so that they can be measured. For this to take place objectives should be SMART wherever possible, which means they are:

<b>Specific</b>	–	all objectives should have specific outcomes
<b>Measurable</b>	–	the outcome of an objective should be capable of being measured
<b>Achievable</b>	–	the objective should describe something that can be achieved within the time scale and resources set for the project
<b>Realistic</b>	–	objectives describe something that can actually be done
<b>Timebound</b>	–	a time scale should be set for when the objective is to be achieved.

- *Targets.*

Targets are the MEASURABLE parts of objectives.

It is important to strike a balance between setting stretching objectives whilst being realistic about what it is actually possible to achieve in a given time with the available resources. Targets do not necessarily have to be focused on "reductions" if this is not appropriate. If crime trends are showing an increase across an area, a target to maintain the crime rates at it's current levels may be more appropriate. The Crime Reduction Website provides a useful ["Target Setting Checklist"](#).

Crime targets are an important method for Partnerships to manage performance on their key crime priorities. For crimes covered in police recorded crime statistics iQuanta can be utilised as a means for Partnerships to monitor their progress. iQuanta is an internet based tool that provides up-to-date reports of performance compared with peers, across time and in relation to targets. It produces a range of charts to illustrate current performance at force, BCU and CDRP level. iQuanta is intended to show performance against the indicators that contribute to the performance monitors. To enable you in the future to monitor progress in achieving 2005-08 targets through iQuanta, or other performance monitoring tools, targets should include:

- ✓ A baseline period
- ✓ A percentage reduction

- ✓ The period by which this reduction should be achieved.

You have to be a registered user to access iQuanta. For further information contact your Government Office/National Assembly for Wales team.

- *An appropriate time scale.*

Without setting a time scale by which it is to be achieved, an objective can become meaningless.

- *Appropriate performance measures to enable effective monitoring.*

A performance measure is any information that indicates whether a particular objective has been met.

- *Baseline information*

The baseline is the situation when the strategy is implemented, before any action plans have been carried out. The information helps define the nature and extent of a problem and helps to measure achievements.

**Example:**

**Priority 1 Aim:** To reduce and sustain the reductions for domestic burglary in Anytown

**Objective:** To reduce the number of domestic burglaries by 25% by 2008 (in line with local PSA target)

**Performance Measure:** The rise/fall in the number of reported incidents of domestic burglary

**Baseline:** Current figures for last financial year 1471 offences.

**Priority 2 Aim:** To improve public reassurance in Anytown

**Objective:** To reduce fear of crime in Anytown. To achieve a 25% reduction by 2008.

**Performance Measure:** Results from BCS  
Results from Citizen's Panel  
Fewer calls to police to attend potential problem situations  
Local facilities such as libraries and community centres being used more often.

**Baseline:** Local fear of crime study indicates that 60% of residents do not feel safe.

The Home Office Crime Reduction College's ["Passport to Evaluation"](#) provides a very useful introduction these issues.

### **Further Information**

Gray, P. Fox, C. McManus, J. and Warburton, F. (2002) [The NACRO Guide to Developing and Implementing Crime Reduction Strategies.](#) NACRO

Home Office (1998). [Guidance on Statutory Crime and Disorder Partnerships.](#) London: Home Office.

Home Office Crime Reduction Centre (2002) [Passport to Evaluation: An introduction to evaluating crime reduction initiatives and projects.](#) Home Office

Home Office Crime Reduction Website ["Target Setting Checklist"](#)