

# Performance Framework

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## 1. Introduction

To ensure that there is clear evidence of the progression of the Police and Crime plan the PCC intends to evidence both progress, and effective and a functioning police force that meets the needs of Warwickshire communities via the performance framework but also that achieves and delivers for across all five priority areas:

1. Fight Crime and Reduce Reoffending
2. Deliver Visible and Effective Policing
3. Keep People Safe and Reduce Harm
4. Strengthen Communities
5. Deliver Better Justice for All

## 2. Background

Warwickshire Police performance remains consistent via the challenge of delivering on local quality, innovation, productivity, and prevention. This focus must continue throughout 2022/23 as we continue to implement and monitor the vision set out in the police and crime plan.

It will remain vital to tackle areas of underperformance across the county in the transition to the new Policing strategy and the Empower programme, alongside that of the efficiency and objective scrutiny of achieving priorities within the police and crime plan to support the force and to addressing risks to the sustainability of services.

While local judgement and flexibility will continue to be an essential part of deciding how best to respond, we also need to be clear with the public about what they can expect from their police force and how the system will hold organisations, and the people that run them, to account. For example: what will be considered as underperformance and trigger intervention; what is a reasonable timescale within which the force will be expected to be able to demonstrate improvement.

This document sets out the vision for: how the PCC identifies underperformance; how the system intervenes to support improvement. By clearly setting out the approach for dealing with underperformance, the PCC intends to highlight good performance and prevent Force failure. Each priority is assessed every month via intelligence and feedback from the OPCC and priority will then be given to specific target areas/topics via the monthly governance and performance board meetings, whereby detailed information, accountability, scrutiny, and account of an efficient and effective police service takes place on progress towards achieving the key milestones; this is reflected by RAG ratings.

### 3.Principles of the Performance Outcome Framework

There are five overarching principles that governed the development of the Performance Framework to ensure that it is:

**Transparent** clear and pre-determined performance measures and interventions

**Consistent** a uniform approach across all five priority areas, at different levels of the system, and across different types of providers

**Proactive** thresholds for intervention that identify underperformance at an early stage so that it can be swiftly addressed

**Proportionate** intervention is related to risk and appropriate to the local circumstances

**Focussed** on recovery initial interventions will focus on improvement and will include action to address the root causes of issues, including 'system-level' risk.

The Performance Framework has been developed to demonstrated principles for change. The consistency and transparency afforded by the Performance Framework will better enable all parts of the system to work together to tackle underperformance, in line with the principle of subsidiarity, Force performance will be managed by the PCC.

### 4.How the Performance Framework will operate and what is measured

The Performance Framework is a performance management tool for use within the OPCC. It has been designed to strengthen existing performance management arrangements, with a view to supporting Warwickshire Police to provide the highest quality and delivery and to meet the priorities of the Police and Crime Plan. It sets a clear definition of success and in this way, it improves the transparency and consistency of the process of identifying and addressing underperformance. The Performance Framework is not intended to exhaustively measure all aspects of organisational performance, replace, or duplicate the role of the National Crime and Policing Measures but to:

- recognise good performance
- address areas of improvement and highlight areas of concern.
- produce independent information for the purposes of public accountability
- produce information to support community/victim choice

## 5. How the Framework operates

The PCC/OPCC in conjunction with the force and other commissioned stakeholders, will determine the aspects of performance to be measured, as well as when and how they will be measured. The Framework will be formally reviewed quarterly by the PCC and two-weekly by the OPCC and the results are to be communicated to the relevant panels/groups. The Framework results will inform the overall RAG rating for each priority area and this rating will trigger intervention by the PCC/OPCC in the case of performance concerns. The Performance Framework does not prescribe how to respond to performance concerns but rather leaves room for expertise policing knowledge and judgement in recognition of the distinct local factors that shape the challenges facing Warwickshire Police. This process is mirrored for the RAG ratings where the initial performance management role remains the responsibility of the PCC/ Chief Constable working with and for local communities. From September 2022, the RAG rating process will be applied. A set of simple rules will apply to influence the RAG ratings. These rules are described and give the RAG rating.

## 6. Performance categories

Based on the indicators underpinning the Performance Framework, priority areas will be categorised as:

- Performing (Green)
- Performance under review (Amber)
- Underperforming (Red)

## 7. Overall Performance Categorisation

Each priority area assessed by the framework will be given one rating using the performance categories: performance on targets/ reduction, performance on Quality of Service that will then form an overall rating. Continued compliance will form the basis of judgements about the Force's performance on essential standards of quality and safety.

### How do we measure?

Performance meetings and reports will also focus on the force deliver; this will include:

- How we work together and support each other to deliver performance for our communities.
- How Warwickshire Police work to deliver performance
- Areas of excellence and learning.
- Development of improvement plans to address areas of non-delivery, including the quality of those plans and identification of any support required.

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- How proactively identifying and manage risk, escalate issues.

### Performance Framework Rating

#### Performance

Quality of Delivery	Inadequate	Requires Improvement	Adequate	Good
Very Low				
Low				
Moderate				
High				

Red: meets no/marginal outcomes.

Amber: some half of outcomes met

Green: good progress/ all outcomes achieved.

## 8.Conclusion

Applying the performance framework will enable the PCC to identify the performance of the Force but also identify areas of required improvement. It will act as a mechanism by which to inform specific scrutiny of topic areas for Governance and Performance Board meetings and evidence progression as per the Police and Crime Plan and National Policing Standards.