

Warwickshire Police and Crime Panel

7 April 2022

Performance Framework (Police and Crime Plan 2021 – 2025) Task and Finish Group – Update Report

Recommendations

That the Police and Crime Panel:

1. Notes the progress made by the Performance Framework (Police and Crime Plan 2021 – 2025) Task and Finish Group.
2. Agrees that the initiative to develop a Performance Dashboard for monitoring of delivery of the Police & Crime Plan 2021 – 25 be progressed by the Planning and Performance Working Group.

1. Background

- 1.1 On 15 November 2021, the Police and Crime Commissioner (PCC) presented his draft Police and Crime Plan 2021 – 2025 to the Police and Crime Panel.
- 1.2 The Panel was pleased to see the inclusion of ‘what success will look like’ criteria to monitor the delivery of commitments under the five priority areas. However, it was resolved that improved clarity in respect of performance monitoring would support longer term scrutiny of the effectiveness of the Police and Crime Plan.
- 1.3 This formed the basis of a motion to establish a Task and Finish Group to assist the Office of the Police and Crime Commissioner (OPCC) in developing a Performance Framework to be informed by “a RAG (Red, Amber, and Green) assessment of the current Plan ... and an analysis to shape relevant targets and measures against the proposed measures of success within the new Plan, ensuring that these are relevant, and an outcome of work undertaken by the Commissioner.”
- 1.4 The motion was supported by Panel members. The Panel was grateful of the offer of support from the OPCC to develop proposals.
- 1.5 It was agreed that the Task and Finish Group (the Group) would comprise Councillor Barbara Brown, Mr Andy Davis, Councillor Jenny Fradgley, Councillor Dave Humphreys, Councillor Derek Poole, and Councillor David Reilly. Councillor Reilly was appointed as Chair.

1.6 In its Terms of Reference, the Group outlined its objectives:

- To undertake a RAG (Red, Amber, and Green) assessment of the current Police and Crime Plan as it reaches the end of its lifespan.
- To develop a Performance Framework, including key performance indicators to enable focused challenge and support of delivery against priorities set out within the Police and Crime Plan.
- For the Performance Framework to be utilised for ongoing monitoring of delivery of the Police and Crime Plan 2021 – 25 by the Commissioner and Panel.

2. Key Issues

2.1 At the Group's initial meeting on 6 December 2021, attention was given to existing arrangements to track implementation of the Police and Crime Plan 2016 – 21 by means of a Delivery Plan.

2.2 Attention was given to approaches to the presentation of complex information in an accessible way. Members observed that the Delivery Plan was a substantial document, making it difficult for a layperson to interpret the amount of detailed information which was included. The need for in-depth analysis was acknowledged, given the complexity of the subject matter. However, it was considered that provision of a dashboard showing broad trends would better support public engagement.

2.3 It was proposed that a simple dashboard presentation be adopted which allowed users to focus on delivery of priorities against the five top priorities and 15 sub-themes of the Police and Crime Plan 2021 – 25.

2.4 There was support for this initiative from the OPCC; a performance dashboard could be maintained and displayed on the OPCC website and reported to the Panel. The initiative would depend upon data being provided by Warwickshire Police. To make progress, it would be necessary to reach a shared understanding with the Force in respect of proposed performance criteria and availability of data.

2.5 Members observed that there was a need for the Framework to be simple, navigable, and not unduly onerous to maintain by officers.

2.6 At the meeting in January 2022, members reviewed the OPCC's draft Delivery Plan for the Police and Crime Plan 2021 – 2025. The Delivery Plan was akin to a 'wiring diagram' which underpinned the headline data that would appear on the dashboard.

2.7 The Group was advised that two factors needed to be taken into consideration to effectively measure performance:

- Key Performance Indicators (KPIs) – where it was appropriate to adopt an empirical approach; and

- Assurance arrangements – where a narrative approach was required to gauge the success of specific initiatives. The Delivery Plan provided details of governance bodies and assurance boards.

2.8 Dashboard options were provided showing how performance information could be presented in an accessible way, making use of RAG ratings.

2.9 It was considered that the option modelled on the approach taken by Her Majesty's Inspectorate of Constabulary and Fire & Rescue Services (HMICFRS), was most suited to a public-facing version of the dashboard (figure 1).



Figure 1 – HMICFRS example

2.10 A pentagon design which provided scope to expand on information by means of concentric layers offered a viable option for analysis by the Panel and others seeking a more detailed overview (figure 2). This presentation enabled a chronology to be displayed by successive concentric layers.



Figure 2 – Pentagon

- 2.11 Members praised the quality of the work produced by the OPCC; the dashboard options succeeded in presenting complex information in an accessible way.
- 2.12 Attention was given to areas where there was an empirical means of measuring performance by means of KPIs, alongside areas where performance was less obviously measurable. For example, the commitment to making roads “safer, with fewer people killed and seriously injured” could be measured by reference to Warwickshire Police Corporate KPIs. However, the commitment for Warwickshire to be “seen nationally as a leader in innovative road safety solutions and interventions” required analysis of assurance measures and the broader effectiveness of initiatives.
- 2.13 In these instances, an evidence narrative would be required to gauge the effectiveness of interventions. Facts, figures, approaches to assurance, and environmental scanning would support allocation of the appropriate RAG gradings.
- 2.14 It was considered that further consideration was required to accommodate information relating to the effectiveness of grant funding and commissioned services on the dashboard. These relied upon quarterly reporting. Allocation of RAG ratings in these areas would require an awareness of the effectiveness of outputs (the issuing of grants and the activity generated) and outcomes (the success of grant-funded initiatives in achieving the objectives of the Police and Crime Plan).
- 2.15 Members highlighted that delivery of the Police and Crime Plan depended on partnership working to a large extent; verifiable evidence of the effectiveness of partnership working was an essential requirement.
- 2.16 Attention was given to what would constitute successful delivery of the Police and Crime Plan. It was felt that, realistically, a mixture of green, amber, and red RAG ratings could add up to success. It would be necessary to take a balanced view based upon an understanding of capacity, resources, and levels of expertise.

3. Work Programming

- 3.1 In March 2022, consideration was given to the progress of the Task and Finish Review. It was proposed that the Planning and Performance Working Group progress the initiative, making use of a dashboard analysis of performance, underpinned by the Delivery Plan.
- 3.2 It was proposed that a focused approach to work programming would support the objectives of the Task and Finish Review. Attention was given to topics for future scrutiny to recommend to the wider Panel. It was proposed that:
- An item be brought to the Panel to examine how the Home Office Grant was utilised in 2020/21, including allocations across cost categories. The Panel is due to submit its year end claim to the Home Office in July 2022.

- Attention be given to public consultation processes for the Commissioner's proposed budget and precept. A phased approach has been suggested with the aim of improving public engagement. A preliminary consultation undertaken between September and November 2022 would support this aspiration.
- Consideration be given to the council tax base (ensuring that budget proposals are based on accurate projections) alongside an overview of the precepting process and its implications.
- The Budget Working Group scrutinise approaches to commissioning of services by the Commissioner.

4. Timescales associated with the decision and next steps

- 4.1 The Panel's Work Programme for 2022/23 will be considered at the meeting of 23 June 2022. Liaison between the Planning and Performance Working Group and OPCC will support the progress of the Performance Framework initiative.

Appendices/Background Papers

None

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