Improving Performance

A Practical Guide to Police Performance Management

Case Studies
Contents

Introduction i

Hallmarks iii

Index of case studies iv

Cross tabulation of case studies against Hallmarks v

Cross tabulation of case studies against Role and Theme vi

Case studies from the 1st Edition viii

Case studies CS1 - CS52
Introduction

This companion document to the main resource guidance “Improving Performance - A Practical Guide to Police Performance Management” provides a series of case studies from police forces (and their partners) that illustrate the principles of effective performance management in policing.

The case studies provided here are intended to give food for thought rather than definitive solutions to particular challenges or problems that forces face. They have been provided by their authors in order to share knowledge and help others elsewhere to learn from different approaches to performance management. No independent evaluation has been carried out of these examples, but each one includes a summary of the impact that the author considers or can evidence that it has had.

Although many case studies relating to performance management are provided here, readers may also wish to consider other key sources of case studies (or similar material) that show effective application of performance management principles or developing thinking in challenging areas. These sources include:

- “Police Performance Management: Practical Guidance for Police Authorities” which includes many case studies highlighting the police authority role in performance management
- “Delivering Safer Communities: A Guide to effective partnership working - Guidance for Crime and Disorder Reduction Partnerships and Community Safety Partnerships” which includes cases studies describing effective partnership working
- “Neighbourhood Policing Programme Performance Evaluation Report” which outlines examples of several forces’ approaches to managing Neighbourhood Policing performance
- HMIC inspection reports, including specific reports relating to inspection of performance management, for example “National Inspection of performance management 2007 – lessons learned”
- Audit Commission reports, for example on Police Data Quality and Police Use of Resources

The intention is that the case studies outlined in this document will be supplemented in due course, particularly in areas where forces are actively seeking new ideas and good practice from elsewhere, as and when forces are able to share their learning. Any additional case studies and information on how to contribute will be available on www.police.homeoffice.gov.uk/performance-and-measurement/managing-police-performance/

Navigating the case studies

The case studies included within this document provide a range of material, relevant to different audiences (‘roles’), areas of policing business (‘themes’) and key aspects of performance management, as represented by the twelve Hallmarks of effective police performance management described in the guidance. At the end of this section is a cross-tabulation which gives an approximate indication of which case studies are relevant to which role, theme or Hallmark.
Roles
Summary versions of the main guidance document are available for different audiences, broadly defined as below. Some case studies may be more or less relevant to each audience.

- **'Force Executive'** - those directly involved in determining the overall strategic direction of the force
- **'Managers'** - essentially other strategic leaders: BCU commanders, heads of department and potentially members of their senior management teams
- **'Team Leaders'** - those who directly control and supervise a single team

Themes
Performance management is relevant to every aspect of policing business. Broadly, the case studies provided here cover the aspects of policing noted below. Note that the twelve Hallmarks also highlight other themes.

- User satisfaction
- Sanction detections
- Vulnerable people
- Partnerships
- Support departments
- The National Intelligence Model
- Efficiency
- Activity Based Costing
- Personal performance
- Analyst-manager links
- Priority setting
- Target setting
- Diversity & equality
- Risk management
- Analysis
## Hallmarks of an effective performance management framework

The performance management guidance is focused around three ‘enablers’ and twelve “Hallmarks” of effective practice in police performance management. Each case study illustrates one or more of these Hallmarks in practice.

<table>
<thead>
<tr>
<th>Hallmark 1: Everyone in the force understands and acts upon the basic principles of performance management as relevant for their role</th>
</tr>
</thead>
<tbody>
<tr>
<td>Hallmark 2: Active, visible leadership and ownership of performance management helps to foster a culture of continuous improvement</td>
</tr>
<tr>
<td>Hallmark 3: Officers and staff at all levels, the police authority and key partners understand their roles, responsibilities and relationships within the force’s performance management framework</td>
</tr>
<tr>
<td>Hallmark 4: Priorities are clearly communicated, understood, and acted upon by all officers and staff</td>
</tr>
<tr>
<td>Hallmark 5: Learning and development equips officers and staff to improve performance</td>
</tr>
<tr>
<td>Hallmark 6: A clear, integrated planning framework links force, police authority and wider stakeholder priorities with the NIM, corporate planning, budgeting, risk and resource management</td>
</tr>
<tr>
<td>Hallmark 7: The force pursues improvements in the efficiency and effectiveness of business processes that support delivery against priorities</td>
</tr>
<tr>
<td>Hallmark 8: Performance review structures serve all operational and support departments, linking with police authority and partners, and integrating with the NIM</td>
</tr>
<tr>
<td>Hallmark 9: Regular review of performance holds people to account against objectives, recognises good performance, and drives problem-solving and relentless follow-up</td>
</tr>
<tr>
<td>Hallmark 10: Good practice and lessons learned are quickly identified, shared and acted upon</td>
</tr>
<tr>
<td>Hallmark 11: Timely, accurate and relevant performance data is easily captured and shared, meeting legal requirements and user needs</td>
</tr>
<tr>
<td>Hallmark 12: Insightful analysis, that is clearly communicated, supports intelligence-led decision making that directs day-to-day activity</td>
</tr>
</tbody>
</table>
# Index of Case Studies

<table>
<thead>
<tr>
<th>No.</th>
<th>Case Study Subject</th>
<th>Source (force)</th>
</tr>
</thead>
<tbody>
<tr>
<td>1</td>
<td>Crime Management Process</td>
<td>Cambridgeshire</td>
</tr>
<tr>
<td>2</td>
<td>Importance of Corporate Performance Analysts</td>
<td>Cambridgeshire</td>
</tr>
<tr>
<td>3</td>
<td>Corporate Planning Cycle</td>
<td>Cleveland</td>
</tr>
<tr>
<td>4</td>
<td>Integrating Activity Based Costing within the Corporate Performance Framework</td>
<td>Cleveland</td>
</tr>
<tr>
<td>52</td>
<td>Delivering Improved User Satisfaction through Dynamic Responses to Survey Findings</td>
<td>Devon &amp; Cornwall</td>
</tr>
<tr>
<td>5</td>
<td>“Improving the Community Threat Assessments” - Linking NIM and performance management</td>
<td>Dorset</td>
</tr>
<tr>
<td>6</td>
<td>Adding “Communication” to NIM Control Strategy framework of Enforcement, Prevention and Intelligence</td>
<td>Dorset</td>
</tr>
<tr>
<td>7</td>
<td>Performance Management leaflet for Section and Team leaders</td>
<td>Dorset</td>
</tr>
<tr>
<td>8</td>
<td>Use of Z Scores</td>
<td>Gloucestershire</td>
</tr>
<tr>
<td>9</td>
<td>Establishing a Purpose Statement for force Performance Improvement Conference</td>
<td>Gloucestershire</td>
</tr>
<tr>
<td>10</td>
<td>Use of 4 Ps reporting format (Progress, Problems, Priorities, Points for Action)</td>
<td>Gloucestershire</td>
</tr>
<tr>
<td>11</td>
<td>Establishment of a multi-agency steering group to identify ways of building a stronger, more crime resistant community</td>
<td>Greater Manchester &amp; Partners</td>
</tr>
<tr>
<td>12</td>
<td>Improving Personal Performance</td>
<td>Hertfordshire</td>
</tr>
<tr>
<td>13</td>
<td>Sanction Detections: Expected rates given the crime mix</td>
<td>Hertfordshire</td>
</tr>
<tr>
<td>14</td>
<td>Risk Matrices</td>
<td>Hertfordshire</td>
</tr>
<tr>
<td>15</td>
<td>Specialist Interview Unit (SIU)</td>
<td>Hertfordshire</td>
</tr>
<tr>
<td>16</td>
<td>Making off Offence (Bilking)</td>
<td>Hertfordshire</td>
</tr>
<tr>
<td>17</td>
<td>Incorporating lessons learned from IPCC investigations</td>
<td>IPCC</td>
</tr>
<tr>
<td>18</td>
<td>Operational use of user satisfaction data - “CF PROBE”</td>
<td>Lancashire</td>
</tr>
<tr>
<td>19</td>
<td>Performance Management and the NIM</td>
<td>Lancashire</td>
</tr>
<tr>
<td>20</td>
<td>A useful analogy: understanding performance management</td>
<td>Lancashire</td>
</tr>
<tr>
<td>21</td>
<td>The Quality Counts Programme</td>
<td>Lancashire</td>
</tr>
<tr>
<td>22</td>
<td>APEX – Force Performance Management Framework</td>
<td>Leicestershire</td>
</tr>
<tr>
<td>23</td>
<td>User Satisfaction Improvement</td>
<td>Leicestershire</td>
</tr>
<tr>
<td>24</td>
<td>“PlanWeb” - a cross-agency mapping tool</td>
<td>Lincolnshire</td>
</tr>
<tr>
<td>25</td>
<td>Establishment of Customer Service Desks</td>
<td>Merseyside</td>
</tr>
<tr>
<td>26</td>
<td>Merseyside Criminal Justice Board “Quantum Meeting”:</td>
<td>Merseyside</td>
</tr>
<tr>
<td>27</td>
<td>BCU: Performance Management Framework</td>
<td>Merseyside</td>
</tr>
<tr>
<td>28</td>
<td>Linking force corporate planning cycle with that of the Local Authority</td>
<td>Northamptonshire</td>
</tr>
<tr>
<td>29</td>
<td>Establishment of three process groups, each focusing on a different area of performance management</td>
<td>Northamptonshire</td>
</tr>
<tr>
<td>30</td>
<td>Establishment of partnership team to diagnose performance issues</td>
<td>Northamptonshire</td>
</tr>
<tr>
<td>31</td>
<td>Northumbria Police Strategic Management Framework</td>
<td>Northumbria</td>
</tr>
<tr>
<td>32</td>
<td>“The 2020 Vision” - Communicating force vision</td>
<td>Northumbria</td>
</tr>
<tr>
<td>33</td>
<td>Corporate Performance Management Framework</td>
<td>Northumbria</td>
</tr>
<tr>
<td>34</td>
<td>Inspections of Support Departments</td>
<td>Northumbria</td>
</tr>
<tr>
<td>35</td>
<td>Sunderland BCU Commander’s “contract” with his team</td>
<td>Northumbria</td>
</tr>
<tr>
<td>36</td>
<td>Demand management</td>
<td>North Wales</td>
</tr>
<tr>
<td>37</td>
<td>Child Abuse Referral process</td>
<td>Nottinghamshire</td>
</tr>
<tr>
<td>38</td>
<td>Risk Management</td>
<td>Police Service for Northern Ireland</td>
</tr>
<tr>
<td>39</td>
<td>Force Performance Management and Strategic Problem Solving Group</td>
<td>Staffordshire</td>
</tr>
<tr>
<td>40</td>
<td>Citizen Focus: developing overnight reports</td>
<td>Staffordshire</td>
</tr>
<tr>
<td>41</td>
<td>Real time demand management tools</td>
<td>Staffordshire</td>
</tr>
<tr>
<td>42</td>
<td>Operation Quest</td>
<td>Suffolk</td>
</tr>
<tr>
<td>43</td>
<td>Bottom up approach to performance management</td>
<td>Surrey</td>
</tr>
<tr>
<td>44</td>
<td>Organisational Risk Management</td>
<td>Surrey</td>
</tr>
<tr>
<td>45</td>
<td>Design and implementation of a corporate performance framework</td>
<td>Warwickshire</td>
</tr>
<tr>
<td>46</td>
<td>Better call handling within Police Operations Centre</td>
<td>West Midlands</td>
</tr>
<tr>
<td>47</td>
<td>Operational Review of D3 Operations Centre</td>
<td>West Midlands</td>
</tr>
<tr>
<td>48</td>
<td>Process for Performance Improvement Work</td>
<td>West Midlands</td>
</tr>
<tr>
<td>49</td>
<td>Development of tool to measure performance of Neighbourhood Policing Teams</td>
<td>West Yorkshire</td>
</tr>
<tr>
<td>50</td>
<td>Development of performance review process for support departments</td>
<td>West Yorkshire</td>
</tr>
<tr>
<td>51</td>
<td>Quality Assurance Dip Sampling (QADS)</td>
<td>West Yorkshire</td>
</tr>
</tbody>
</table>
Cross tabulation of case studies against Hallmarks

<table>
<thead>
<tr>
<th>Case Study</th>
<th>1</th>
<th>2</th>
<th>3</th>
<th>4</th>
<th>5</th>
<th>6</th>
<th>7</th>
<th>8</th>
<th>9</th>
<th>10</th>
<th>11</th>
<th>12</th>
<th>13</th>
<th>14</th>
<th>15</th>
<th>16</th>
<th>17</th>
<th>18</th>
<th>19</th>
<th>20</th>
<th>21</th>
<th>22</th>
<th>23</th>
<th>24</th>
<th>25</th>
<th>26</th>
<th>27</th>
<th>28</th>
</tr>
</thead>
<tbody>
<tr>
<td>People</td>
<td>☑</td>
<td>☑</td>
<td>☑</td>
<td>☑</td>
<td>☑</td>
<td>☑</td>
<td>☑</td>
<td>☑</td>
<td>☑</td>
<td>☑</td>
<td>☑</td>
<td>☑</td>
<td>☑</td>
<td>☑</td>
<td>☑</td>
<td>☑</td>
<td>☑</td>
<td>☑</td>
<td>☑</td>
<td>☑</td>
<td>☑</td>
<td>☑</td>
<td>☑</td>
<td>☑</td>
<td>☑</td>
<td>☑</td>
<td>☑</td>
<td></td>
</tr>
<tr>
<td>Structures</td>
<td>☑</td>
<td>☑</td>
<td>☑</td>
<td>☑</td>
<td>☑</td>
<td>☑</td>
<td>☑</td>
<td>☑</td>
<td>☑</td>
<td>☑</td>
<td>☑</td>
<td>☑</td>
<td>☑</td>
<td>☑</td>
<td>☑</td>
<td>☑</td>
<td>☑</td>
<td>☑</td>
<td>☑</td>
<td>☑</td>
<td>☑</td>
<td>☑</td>
<td>☑</td>
<td>☑</td>
<td>☑</td>
<td>☑</td>
<td>☑</td>
<td></td>
</tr>
<tr>
<td>Hallmark</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Analysis</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>People</td>
<td>☑</td>
<td>☑</td>
<td>☑</td>
<td>☑</td>
<td>☑</td>
<td>☑</td>
<td>☑</td>
<td>☑</td>
<td>☑</td>
<td>☑</td>
<td>☑</td>
<td>☑</td>
<td>☑</td>
<td>☑</td>
<td>☑</td>
<td>☑</td>
<td>☑</td>
<td>☑</td>
<td>☑</td>
<td>☑</td>
<td>☑</td>
<td>☑</td>
<td>☑</td>
<td>☑</td>
<td>☑</td>
<td>☑</td>
<td>☑</td>
<td></td>
</tr>
<tr>
<td>Structures</td>
<td>☑</td>
<td>☑</td>
<td>☑</td>
<td>☑</td>
<td>☑</td>
<td>☑</td>
<td>☑</td>
<td>☑</td>
<td>☑</td>
<td>☑</td>
<td>☑</td>
<td>☑</td>
<td>☑</td>
<td>☑</td>
<td>☑</td>
<td>☑</td>
<td>☑</td>
<td>☑</td>
<td>☑</td>
<td>☑</td>
<td>☑</td>
<td>☑</td>
<td>☑</td>
<td>☑</td>
<td>☑</td>
<td>☑</td>
<td>☑</td>
<td></td>
</tr>
</tbody>
</table>
### Cross tabulation of case studies against Role and Theme

<table>
<thead>
<tr>
<th>Role</th>
<th>Case Study</th>
<th>1</th>
<th>2</th>
<th>3</th>
<th>4</th>
<th>5</th>
<th>6</th>
<th>7</th>
<th>8</th>
<th>9</th>
<th>10</th>
<th>11</th>
<th>12</th>
<th>13</th>
<th>14</th>
<th>15</th>
<th>16</th>
<th>17</th>
<th>18</th>
<th>19</th>
<th>20</th>
<th>21</th>
<th>22</th>
<th>23</th>
<th>24</th>
<th>25</th>
<th>26</th>
<th>27</th>
<th>28</th>
</tr>
</thead>
<tbody>
<tr>
<td>Executive</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Managers</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Team Leaders</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>NIM</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Vulnerable people</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Activity Based Costing</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Efficiency</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Risk management</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Sanction detections</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Diversity &amp; equality</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Personal performance</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>User satisfaction</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Analyst/Manager link</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Partnerships</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Analysis</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Target setting</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Priority setting</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Support departments</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

### Role and Theme Cross Tabulation

#### Role
- Executive
- Managers
- Team Leaders

#### Theme
- NIM
- Vulnerable people
- Activity Based Costing
- Efficiency
- Risk management
- Sanction detections
- Diversity & equality
- Personal performance
- User satisfaction
- Analyst/Manager link
- Partnerships
- Analysis
- Target setting
- Priority setting
- Support departments
## Cross tabulation of case studies against Role and Theme

| Role          | Case Study | 29 | 30 | 31 | 32 | 33 | 34 | 35 | 36 | 37 | 38 | 39 | 40 | 41 | 42 | 43 | 44 | 45 | 46 | 47 | 48 | 49 | 50 | 51 | 52 |
|---------------|------------|----|----|----|----|----|----|----|----|----|----|----|----|----|----|----|----|----|----|----|----|----|----|----|
| Executive     | ✅          | ✅ | ✅ | ✅ | ✅ | ✅ | ✅ | ✅ | ✅ | ✅ | ✅ | ✅ | ✅ | ✅ | ✅ | ✅ | ✅ | ✅ | ✅ | ✅ | ✅ | ✅ | ✅ |
| Managers      | ✅          | ✅ | ✅ | ✅ | ✅ | ✅ | ✅ | ✅ | ✅ | ✅ | ✅ | ✅ | ✅ | ✅ | ✅ | ✅ | ✅ | ✅ | ✅ | ✅ | ✅ | ✅ | ✅ |
| Team Leaders  | ✅          | ✅ | ✅ | ✅ | ✅ | ✅ | ✅ | ✅ | ✅ | ✅ | ✅ | ✅ | ✅ | ✅ | ✅ | ✅ | ✅ | ✅ | ✅ | ✅ | ✅ | ✅ | ✅ |

<table>
<thead>
<tr>
<th>Theme</th>
<th>Case Study</th>
<th>29</th>
<th>30</th>
<th>31</th>
<th>32</th>
<th>33</th>
<th>34</th>
<th>35</th>
<th>36</th>
<th>37</th>
<th>38</th>
<th>39</th>
<th>40</th>
<th>41</th>
<th>42</th>
<th>43</th>
<th>44</th>
<th>45</th>
<th>46</th>
<th>47</th>
<th>48</th>
<th>49</th>
<th>50</th>
<th>51</th>
<th>52</th>
</tr>
</thead>
<tbody>
<tr>
<td>NIM</td>
<td>✅</td>
<td>✅</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Vulnerable people</td>
<td>✅</td>
<td>✅</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Activity Based</td>
<td>✅</td>
<td>✅</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Costing</td>
<td>✅</td>
<td>✅</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Efficiency</td>
<td>✅</td>
<td>✅</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Risk management</td>
<td>✅</td>
<td>✅</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Sanction detections</td>
<td>✅</td>
<td>✅</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Diversity &amp; equality</td>
<td>✅</td>
<td>✅</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Personal</td>
<td>✅</td>
<td>✅</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>performance</td>
<td>✅</td>
<td>✅</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>User satisfaction</td>
<td>✅</td>
<td>✅</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Analyst/Manager</td>
<td>✅</td>
<td>✅</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>link</td>
<td>✅</td>
<td>✅</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Partnerships</td>
<td>✅</td>
<td>✅</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Analysis</td>
<td>✅</td>
<td>✅</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Target setting</td>
<td>✅</td>
<td>✅</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Priority setting</td>
<td>✅</td>
<td>✅</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Support</td>
<td>✅</td>
<td>✅</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>departments</td>
<td>✅</td>
<td>✅</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
</tbody>
</table>
Case Studies from the 1st Edition

The main resource guidance that this document supports was developed from material first published in 2004 in “Managing Police Performance: A Practical Guide to Performance Management”. This guidance – which is still available - included a number of case studies that may still be helpful in developing performance management practice. The potential relevance of each of these case studies to the Hallmarks is mapped out below.

<table>
<thead>
<tr>
<th>Hallmark</th>
<th>1</th>
<th>2</th>
<th>3</th>
<th>4</th>
<th>5</th>
<th>6</th>
<th>7</th>
<th>8</th>
<th>9</th>
<th>10</th>
<th>11</th>
<th>12</th>
<th>Page numbers in 2004 Guidance</th>
</tr>
</thead>
<tbody>
<tr>
<td>The Role of West Yorkshire Police Authority</td>
<td>✓</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td>16-18</td>
</tr>
<tr>
<td>Business Planning in the Metropolitan Police Service</td>
<td></td>
<td>✓</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td>19</td>
</tr>
<tr>
<td>Nottinghamshire Police NIM Integrated Performance Planning</td>
<td></td>
<td></td>
<td>✓</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td>21</td>
</tr>
<tr>
<td>Target setting in the Metropolitan Police Service</td>
<td></td>
<td></td>
<td></td>
<td>✓</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td>26</td>
</tr>
<tr>
<td>West Mercia Constabulary – Integrating Performance Management and the NIM</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td>✓</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td>29-30</td>
</tr>
<tr>
<td>Nottinghamshire Police Performance Review Process &amp; Structures</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td>✓</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td>31-32</td>
</tr>
<tr>
<td>West Yorkshire Police Performance Review Process</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td>✓</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td>33-34</td>
</tr>
<tr>
<td>Northumbria Police Self-inspection Process</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td>✓</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td>36-37</td>
</tr>
<tr>
<td>Lincolnshire Police – Improving force performance through intervention</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td>✓</td>
<td></td>
<td></td>
<td></td>
<td>38-39</td>
</tr>
<tr>
<td>Defining and assessing culture to support performance improvement in a large UK police force</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td>✓</td>
<td></td>
<td></td>
<td>42-44</td>
</tr>
<tr>
<td>Lancashire Police CORA case study</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td>✓</td>
<td>✓</td>
<td>62-64</td>
</tr>
<tr>
<td>Thames Valley Police: GIS and the Performance Group</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td>✓</td>
<td>✓</td>
<td>✓</td>
<td>64-66</td>
</tr>
<tr>
<td>Annex 1: Approach to identifying critical processes and lead indicators at GMP</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td>✓</td>
<td></td>
<td>✓</td>
<td>74-80</td>
</tr>
<tr>
<td>Annex 2: Lincolnshire Police forensics processing review – “Measuring what matters and understanding your processes”</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td>✓</td>
<td>✓</td>
<td>81-84</td>
</tr>
<tr>
<td>Annex 3: Nottinghamshire Police Performance Review Structure</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td>✓</td>
<td></td>
<td></td>
<td></td>
<td>85-91</td>
</tr>
<tr>
<td>Annex 4: The Organisational Cultural Inventory - OCI</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td>✓</td>
<td></td>
<td></td>
<td>93</td>
</tr>
<tr>
<td>Annex 5: Approach of the GMP training and development department in supporting performance improvement</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td>✓</td>
<td></td>
<td>94-95</td>
</tr>
<tr>
<td>Annex 6: Principles of information management systems</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td>✓</td>
<td>96-98</td>
</tr>
</tbody>
</table>
1. Crime Management Process

Source: Cambridgeshire Constabulary
Hallmarks: 2 3 4 5 6 7 8 9 10 11 12
Themes: Analysis & Analyst/Manager Link
Roles: Executive, Managers & Team Leaders

Introduction
As part of the drive to improve the sanction detection rate for the force, the Corporate Performance Department looked internally at the crime management process. In order to improve the visibility of the process, a number of reports were produced to highlight the various categories of crime management, including the number of open crimes with identified suspects, and the age of crimes with an outstanding suspect.

These reports highlighted a large number of crimes across each of the BCU’s with outstanding suspects, all potential sources for detections. It was also observed that the majority of crimes with outstanding suspects had occurred between one to six months before the date of the report, which would have an impact on the Force’s customer satisfaction levels.

What they did
This led to the September and October themes of the Chief Constable’s monthly challenge to the force to be ‘...to take a proactive approach on suspect management and to reduce the number of outstanding suspects on crimes’.

An operation was launched in Northern BCU at the end of September, with the objectives of reducing the amount of outstanding suspects, improving the sanction detection rate, improving the victim’s experience, and maintaining business as usual for the duration of the operation. Central and Southern BCU’s have since launched similar operations to reduce the number of outstanding suspects.

What it involved
The first stage of the process was to prepare a list of outstanding confirmed suspects to be reassured and validated by the Crime Investigation and Management Unit (CIMU). At this stage an impact analysis was commissioned from the Performance Analysts, who met with colleagues from the BCU to agree a methodology to capture baseline data, and to provide weekly performance updates.

The operation required the CIMU to develop arrest packages, which were in turn passed to dedicated arrest teams for action. Additional staff were drafted in to assist with suspect interview and processing, including gatekeepers and custody inspectors in the custody facility to streamline and quality assure all prisoner handling issues.

During and after the operation, the Performance Analysts produced a number of different datasets and reports to the senior management team to aid their performance monitoring. A full impact analysis report was also provided to the team.
What impact it had

The routine monitoring and evaluation of performance indicators by the Corporate Performance Department allows areas of concern to be highlighted. This process identified a way to improve both the force performance rate for sanction detections, and help to improve customer focus and satisfaction levels; by reducing the number of crimes with a confirmed outstanding suspect.

To date only the operation in Northern BCU has ended, but the indications from both Southern and Central BCU are very positive. The operation in Northern BCU saw a total reduction of 77% of the original number of outstanding targets. Business as usual was maintained during the operation, and overall crime reduced slightly during the period, which may be in some part due to the sustained activity. The operation also achieved the objective of increasing the year to date sanction detection rate to over 26.5%.

There has also been a reduction of approximately two thirds on the crime queues allocated to individual officers meaning that officers are not overwhelmed and are able to deal with all new enquiries in a more timely fashion.

Lessons learned

A number of the system and process improvements identified in Northern BCU during the operation have now been adopted as part of daily business. These improvements are also being considered by the other BCUs.

The Head of Volume Crime is now progressing a force wide action plan to ensure that crimes with identified suspects are quickly progressed and detected.

Officers have responded positively to the operation with anecdotal evidence illustrating an increase in the morale of frontline officers on the BCU who feel that they are “doing proper police work.”

Contact

For further information please contact Vicky Robinson – Corporate Performance Manager - 0845 456456 4 - vicky.robinson@cambs.pnn.police.uk
2. Importance of Corporate Performance Analysts

Source: Cambridgeshire Constabulary

Hallmarks: 2 3 4 6 7 8 10 11 12

Themes: Vulnerable people, Efficiency, Risk management, Diversity & equality, analyst/Manager link, Analysis, Priority setting & Support departments

Roles: Executive, Managers & Team Leaders

Introduction

The force has gone through a significant process of professionalisation for the performance analysts function since our BCU posts were centralised in April 2005.

It was recognised that the function being carried out by BCU performance analysts was effectively the provision of management information and performance data, rather than the evaluation element that is critical to best informing the decision making of managers at a corporate level. There was also an identified gap within headquarters with no analytical capability informing the strategic decision making process of senior and executive managers.

What they did

On the basis of the above a decision was taken to centralise the 3 BCU posts to form an analytical team within the Corporate Performance Department. The Department was structured to deliver the 3Ms of performance with a ‘Measurement’ team providing a data collection, presentation & SPI/ADR function and a ‘Monitoring’ team containing the 3 analysts who are tasked with providing the interpretation and evaluation of data, as well as the provision of meaningful analytical reports. These 2 units are then integral to the work of the department to implement a robust performance ‘Management’ process within the force.

What it involved

The first stage of the process was to fill the gap left on the BCUs through the provision of corporate data sets and reports on a daily and monthly basis.

We then identified 2 main roles of the performance analyst:

1. Routine evaluation of performance indicators to identify the areas of concern
2. Completion of thematic pieces of analysis that inform decision making of managers

There is an additional requirement for analysts to provide expertise in the development of indicators and meaningful presentation of data.

Where Cambridgeshire (and perhaps nationally) were lacking was in relation to (2). We therefore started tasking significant thematic analytical work through an internal tasking database that required a terms of reference to be created with a sponsor and a report including recommendations and financial implications to be completed and presented, predominantly, to the Chief’s monthly performance meeting (Force Performance Challenge Group, FPCG). If the recommendations are accepted they are then tracked as actions through the meeting or allocated to an individual to develop and manage as an action plan.
Completed examples to date include Domestic Violence (DV), Customer Satisfaction review, and Violence against the person (VAP) detection disparity. Current ongoing pieces of work include:

- Analysis of the impact on performance of an operation to arrest outstanding suspects within one of our BCUs
- All Stops review, including proportionality and internal processes
- More detailed analysis of the customer survey responses to the feedback section
- Strategic review of sickness data and performance

We have also implemented a refined process for (1), which is a scientific risk based model that reviews SPI performance (at the moment but this will be expanded to other local indicators) in relation to comparisons to self over time, target and peers. It is anticipated that this model will be used for the first time in November to identify the more summary pieces of analysis that can be completed quickly (i.e. 2 weeks) to inform FPCG at the end of the month and may subsequently lead to more significant pieces of thematic work.

We have also provided a bespoke statistics course, developed with and delivered by Malcolm Hibberd, in order to ensure that statistical interpretation is being used as widely as possible within reports. This course was also integral to providing the tools required to develop the monitoring model.

**What impact it had**

Feedback informs us that managers are better informed than ever before and now have the evidence they need to base their decisions on.

Specifically in relation to the thematic analytical examples detailed above:

- DV – Steering group and associated action plan developed and owned by ACC.
- Customer Satisfaction Review – Actions owned by our corporate lead for Citizen Focus (CF).
- VAP detection disparity – Report is being used by the Chief Constable nationally as part of the CF portfolio work. Actions being tracked through FPCG.

Often the actions that arise from these pieces of work are strategic and require decision making at Chief Officer level as they impact across the organisation.

We envisage that the new data monitoring model and summary pieces of analysis will make FPCG a more focused meeting by highlighting areas of concern / good practice and providing the critical information upon which the Chief Constable will base her challenge / support of managers.

**Lessons learned**

Further clarity has been achieved regarding the difference between the performance and intelligence analyst roles.

Use of terms of reference documents that detail the task (including owner), background, methodology, reporting, and timescales have ensured that analysis is focused and meets the requirements of the organisation and task sponsor.

The reports completed by performance analysts are provided to Chief Officers / Police
Authority to inform strategic decision making and this has already led to some significant changes to organisational business processes. This places a high degree of responsibility on the analyst to ensure accuracy and validity of the data, interpretations and recommendations.

Qualitative, as well as quantitative data, must be used to inform recommendations including internal force communications, meeting minutes, policies / procedures, interviews, survey verbatim comments etc.

Contact
For further information please contact Vicky Robinson – Corporate Performance Manager - 0845 456456 4 - vicky.robinson@cambs.pnn.police.uk
3. Corporate Planning Cycle

Source: Cleveland Police
Hallmarks: 2 3 4 6 7 8 10 11 12
Themes: Priority setting
Roles: Executive, Managers & Team Leaders

Introduction
Cleveland Police reviewed it’s strategic planning framework during the summer 2007, proposals made from the review were further developed at a senior managers workshop held in December 2007. From this, they prepared the attached Planning Cycle as part of its corporate planning toolkit. Its principal aim is to ensure a coordinated approach between operational and service units in the delivery of the force vision. To help underpin the progress of strategy and objectives the planning cycle shows our annual activities, timescale and service unit responsibility.

What they did
Further work is being carried out to strengthen the links between the performance and planning frameworks and this will lead to better coordination and communication between corporate planning, finance and personnel & organisational development units.

What it involved
The Planning Cycle is updated annually for a March/April publication and it identifies the key documents and decisions that must be made during the forthcoming 12 month period. In preparing the planning cycle the Head of Finance, Head of Personnel & Organisational Development, Police Authority and some service unit managers/district commanders are consulted to ensure information is accurate. The document is available on the force intranet and posters are distributed to every service unit.

What impact it had
The planning cycle is widely circulated across the force, all service units receive copies of the publication and copies are also available via the force intranet page. The publication of the planning cycle has led to an increased awareness of other unit’s activities, resource commitments and also when key decisions are made relating to resource allocation and force priorities.

Further work is being carried out to strengthen the links between the performance and planning frameworks and this will lead to better coordination and communication between corporate planning, finance and personnel & organisational development units.

Lessons learned
The force executive team drive the development of the planning cycle and this has led to improved ownership and monitoring of activities across the force.

Contact
For further information contact Judith Nellist, Corporate Planning & Performance, judith.nellist@cleveland.pnn.police.uk
## Corporate Planning Cycle 2008-09

A planning structure is essential to ensure a coordinated approach between our operational and operational support units. The following shows the annual planning and review framework which underpins the requirement of intra-unit, unit, and strategy.

<table>
<thead>
<tr>
<th>Action</th>
<th>Service Unit</th>
</tr>
</thead>
<tbody>
<tr>
<td>New financial year.</td>
<td>Corporate Planning &amp; Performance</td>
</tr>
<tr>
<td>New planning cycle.</td>
<td>Crime &amp; Operations</td>
</tr>
<tr>
<td>End of year performance report published.</td>
<td>Corporate Planning &amp; Performance</td>
</tr>
<tr>
<td>Force HIV Strategic Intelligence Assessment published.</td>
<td>Crime &amp; Operations</td>
</tr>
<tr>
<td>Annual Accounts published.</td>
<td>Finance</td>
</tr>
<tr>
<td>Revenue statement report published.</td>
<td>Finance</td>
</tr>
<tr>
<td>Cash flow statement report published.</td>
<td>Finance</td>
</tr>
<tr>
<td>Capital outflow report published.</td>
<td>Finance</td>
</tr>
<tr>
<td>Efficiency Plan published and submitted to Home Office.</td>
<td>Corporate Planning &amp; Performance</td>
</tr>
<tr>
<td>Treasury statement report published.</td>
<td>Finance</td>
</tr>
<tr>
<td>1st quarter performance report published.</td>
<td>Corporate Planning &amp; Performance</td>
</tr>
<tr>
<td>Procurement strategy report published.</td>
<td>Personnel &amp; Development</td>
</tr>
<tr>
<td>Attendance management report published.</td>
<td>Corporate Planning &amp; Performance</td>
</tr>
<tr>
<td>Capital programme submitted to Home Office.</td>
<td>Finance</td>
</tr>
<tr>
<td>Procurement Annual Performance report.</td>
<td>Corporate Planning &amp; Performance</td>
</tr>
<tr>
<td>Public consultation meeting held.</td>
<td>Finance</td>
</tr>
<tr>
<td>Review Plans and review Strategic Objectives.</td>
<td>Corporate Planning &amp; Performance</td>
</tr>
<tr>
<td>Annual report published.</td>
<td>Finance</td>
</tr>
<tr>
<td>Public consultation meeting held.</td>
<td>Corporate Planning &amp; Performance</td>
</tr>
<tr>
<td>Budget guidance issued to service units.</td>
<td>Finance</td>
</tr>
<tr>
<td>2nd quarter performance report published.</td>
<td>Corporate Planning &amp; Performance</td>
</tr>
<tr>
<td>End of year consultation report published.</td>
<td>Corporate Planning &amp; Performance</td>
</tr>
<tr>
<td>Identifying policing priorities.</td>
<td>Corporate Planning &amp; Performance</td>
</tr>
<tr>
<td>Review national policing priorities.</td>
<td>Service Unit</td>
</tr>
<tr>
<td>Draft three year capital proposals submitted.</td>
<td>Corporate Planning &amp; Performance</td>
</tr>
<tr>
<td>Draft revenue budgets submitted to Finance.</td>
<td>Finance</td>
</tr>
<tr>
<td>Efficiency savings submitted to Corporate Planning &amp; Performance for</td>
<td>Corporate Planning &amp; Performance</td>
</tr>
<tr>
<td>Audit.</td>
<td>Finance</td>
</tr>
<tr>
<td>Policing priorities approved.</td>
<td>Cleveland Police Authority</td>
</tr>
<tr>
<td>Force HIV Strategic Intelligence Assessment published.</td>
<td>Crime &amp; Operations</td>
</tr>
<tr>
<td>Capital approval announced by Home Office.</td>
<td>Finance</td>
</tr>
<tr>
<td>Medium Term Financial Plan (Revenue and Capital) published.</td>
<td>Finance</td>
</tr>
<tr>
<td>Action planning guidance for service units circulated.</td>
<td>Corporate Planning &amp; Performance</td>
</tr>
<tr>
<td>Efficiency plan proposals submitted to ACPO team for approval.</td>
<td>Finance</td>
</tr>
<tr>
<td>Draft capital programme published.</td>
<td>Corporate Planning &amp; Performance</td>
</tr>
<tr>
<td>Consult on draft budgets for next three years.</td>
<td>Cleveland Police Authority</td>
</tr>
<tr>
<td>Precept report.</td>
<td>Finance</td>
</tr>
<tr>
<td>Draft revenue budget.</td>
<td>Finance</td>
</tr>
<tr>
<td>Draft capital programme published.</td>
<td>Finance</td>
</tr>
<tr>
<td>Draft prudent indicators and Treasury Management strategy.</td>
<td>Finance</td>
</tr>
<tr>
<td>Budget Book published.</td>
<td>Corporate Planning &amp; Performance</td>
</tr>
<tr>
<td>Revenue budget published.</td>
<td>Finance</td>
</tr>
<tr>
<td>Capital programme published.</td>
<td>Finance</td>
</tr>
<tr>
<td>Prudential indicators and Treasury Management strategy published.</td>
<td>Finance</td>
</tr>
</tbody>
</table>

---

**Improving Performance:** *A Practical Guide to Police Performance Management - Case Studies CS3*
4. Integrating Activity Based Costing within the Corporate Performance Framework

Source: Cleveland Police

Hallmarks: 1 2 3 4 5 6 7 8 9 10 11 12

Themes: Activity Based Costing & Priority setting

Roles: Executive & Managers

Introduction

Cleveland Police identified the core elements critical to a successful performance management framework and formalised a corporate solution. The solution delivers an innovative approach that integrates the complexities of force performance with the daily management of directing and influencing individual behaviour to deliver improved performance.

Activity Based Costing (ABC) was seen as the next logical step to incorporate into the framework. The aim for ABC is to inform and understand the inter-relationships between budget setting, resource allocation pressures, performance outputs, and the processes that underpin organisational and operational business. In this developing area of work, a high-level framework has been produced to provide an insight into their inter-dependencies.

What they did

Cleveland Police is implementing a staged approach to reviewing its ABC arrangements. The focus of the first stage was to raise the awareness and profile of both activity analysis and the analysis of costs to key stakeholders within the Force.

A number of areas were examined as part of this stage including: the establishment of an Executive vision; use of data; ensuring the integrity of the force’s ABC model; developing a network of contacts and pro-active involvement at regional and national levels. The initiatives that spearheaded this stage were the promoting and sharing of best practice through CJX online, and promoting the use of activity analysis and costs in the assessment of performance.

What it involved

The two key elements that made use of data were:

- the evaluation of strategic policing objectives and;
- the development of a tool to aid benchmarking.

The evaluation of activity against strategic policing objectives and against most similar forces informed efficiency by highlighting increased productivity against key priorities. It also informed strategic planning by identifying areas where resources should be focused.

Cleveland Police expanded its own technical initiative to the wider ABC community and developed a practical implementation tool for analysing ABC. Comparable ABC data encompassing both time and costs has promoted the benchmarking of activity costs against Policing Performance Assessment Framework (PPAF) domains and over time, at both the MSF and national level.
What impact it had

The assessments of policing objectives and most similar forces were used within the corporate policing plan to demonstrate how the force performed against previous policing objectives. The reports also informed and facilitated decision making as part of the local policing plan to set the following year’s policing objectives. For example, it was found that despite increases in resources to tackle drug crime, the performance target was not being realised, therefore renewed effort was put in place to tackle this area.

The benchmarking tool was demonstrated and distributed to a number of strategic bodies including Association of Chief Police Officers (ACPO), Her Majesty’s Inspectorate of Constabulary (HMIC), Audit Commission, Home Office, Association of Police Authorities (APA), as well as all Police Forces and Authorities in England and Wales. It has stood up to scrutiny and peer review. The tool has increased the profile of ABC, and provided a mechanism for forces to compare and contrast ABC data in a timelier manner, using a consistent platform and calculation rules.

The staged approach raised the profile of ABC and helped to shape debate in terms of value for money and use of resources, but there is further development work in this area to undertake, to fully understand the role of ABC.

Lessons learned

It is essential that a clear Executive vision in determining the strategic approach is established. The complex nature and inter-relationships of core business areas that ABC seeks to measure requires in-depth research, and this should not be underestimated. A managed approach comprised of incremental stages will help to overcome these obstacles.

Contact

For further information, contact Paul Baker, Corporate Planning & Performance, paul.baker@cleveland.pnn.police.uk
52. Delivering Improved User Satisfaction through Dynamic Responses to Survey Findings

Source: Devon & Cornwall Constabulary

Hallmarks: 2 3 4 6 7 8 9 10 11 12

Themes: Personal performance, User satisfaction

Roles: Executive, Managers & Team Leaders

Introduction
User satisfaction performance was not at the expected level in force and the movement to telephone surveying allowed a new dynamic approach to performance management and improvement. User satisfaction surveying has traditionally provided results at force and BCU level. Where feedback on individual cases has been possible there has often been a delay. This meant it was no longer possible to remedy the situation with the customer and it was difficult to improve the future service provided by individuals.

What they did
User satisfaction surveying is now undertaken by an in-house team of telephone surveyors. This allows fast time provision of performance information to enable these outcomes to be performance managed both at force and BCU level. It also allows dynamic provision of feedback, both positive and negative to staff from customers who wish their feedback to be shared. In cases where a victim wishes to be updated on the progress of a case or pass on their thanks for a high level of service this will be passed to a supervisor for action following the close of the interview. Chief Officers dip sample cases and speak with both the members of the public and the supervisor who follows up these actions.

What it involved
The telephone surveying unit understand their role in both measuring and improving user satisfaction. This involves absolute adherence to the statutory guidance around surveying with the expectation that following an interview where it is clear action should be taken that the surveyors take responsibility for generating that action from supervisors. Supervisors across the organisation take responsibility for ensuring the appropriate action is taken to remedy the situation in each case and that best practice is shared. Chief Officers provide leadership that sends a clear message about the value the Constabulary places on meeting the needs of service users.

What impact it had
In the first nine months of 2007/8 overall satisfaction has consistently improved from 77% satisfied in the same period of 2006/7 to 84% satisfied in 2007/8. As well as performance improvement the force now better understands victim expectations and requirements. Detailed analysis of the data has allowed effective evaluation of changes in working practices to consider the impact on the victim experience alongside other outcomes. Positive feedback balances areas for improvement allowing the vast majority of officers who are responding very well to users needs to see the surveys as a means of highlighting their efforts.
Lessons learned

Dynamic information from users about the service that they received can be used to both recover the relationship in that case and develop the service provided for the benefit of all users. It also shows strong leadership can result in large improvements in performance even in areas traditionally considered to be slow to change. Practical actions taken by Chief Officers to contribute to improvement and understand the issues can create a disproportionate impact. User feedback can be part of a group of individual indicators, which inform individual and team performance management.

Contact

For further information, contact Alexis Poole, Head of Performance and Analysis, Devon & Cornwall Constabulary - alexis.poole@devonandcornwall.police.uk
5. “Improving the Community Threat Assessments” - Linking NIM and performance management

Source: Dorset Police

Hallmarks: NIM, Risk management, Analysis & Priority setting

Themes: NIM, Risk management, Analysis & Priority setting

Roles: Managers & Team Leaders

Introduction
The Force Strategic Assessment required a methodology to refine and prioritise actual threats to communities’ Control Strategy Priority setting, tactics, resources and training. This is the context for performance management and performance information provides the data for dynamic assessment.

What they did
A sequential process involving threat identification, risk assessment, weighting and scoring enabled a hierarchy of threats to be defined and a model established for dynamic review and re-assessment.

What it involved
The Force Strategic Assessment has been developed through a sequential process that first assesses the actual threat to communities, then the identification of priorities, then capability requirements and finally the capability gap leading to decisions on re-organisation of resources. The process follows NIM principles.

The Threat Assessment is set against the Community Expectation (defined by Dorset based communities to be Protected and Safe). This is categorised into 4 areas of harm ranging from loss of life to social harm. Analysis then defines the primary threats to the Expectation and each is assessed for impact and probability resulting in a risk score. This is then weighted resulting in an overall relative threat score allowing diverse threats such as murder to be compared with anti-social behaviour. It also identifies high impact but low probability incidents. Each area is assessed for specific vulnerable groups. Thematic areas are then identified as Control Strategy Priorities or Contingency Priorities.

For example, the problem of anti-social behaviour is located within the area of social harm and the impact on the community is scored and then multiplied by the frequency of it occurring. The impact is considered to be relatively low and scored 2, whereas the frequency is high and scored at 5 providing a total score of 10. Conversely within the area of harm resulting from loss of life is murder and serious assault. In this case the impact is high and scored at 5 but frequency is much lower and scores 2. Thus the total is also 10. The two diverse threats score the same for different reasons and enables a comparison. The threats scoring highest become priorities and those scoring lower are monitored. The process also enables emerging threats to enter and declining threats to leave the Control Strategy. For example, in 2007, a significant series of distraction burglaries have caused this crime problem to be promoted as a priority and consequential tasking of resources.

(This now to be included as good practice in the NPIA guidance document on Threat and Risk Assessment).
What impact it had

Diverse problems such as murder, serious and organised crime and anti social behaviour are made comparable and a hierarchy established enabling priority setting, gap identification, resource allocation and a performance management framework better informed to provide dynamic decisions on resource allocation. The re-assessment provides a performance measure in itself in terms of the changing threat, an aim being to reduce the threat score in all areas.

The refined approach provides a valid and simple methodology for identifying priorities and drives the control strategy and tactics.

The priorities and rationale are briefed to all supervisors during the launch of the Annual Policing Plan by the Chief Constable. In 2007 this included an exercise engaging supervisors in assessing impact and probability of a range of threats.

Lessons learned

High and low frequency events remain a challenge to compare however, quality assurance is provided by practitioners and Independent Advisory Groups. Priority setting and review is now set into a risk assessed and defendable process.

Contact

For further information, contact Mr Simon Merry 01202 223777.
6. Adding “Communication” to NIM Control Strategy framework of Enforcement, Prevention and Intelligence

Source: Dorset Police

Hallmarks: [ ] [ ] [ ] [ ] [ ] [ ] [ ] [ ] [ ] [ ] [ ] (Exclude the stars)

Themes: NIM

Roles: Managers & Team Leaders

Introduction

The Force has two strategic priorities; To Make Dorset Safer and To Make Dorset Feel Safer. Meeting the latter priority requires specific tasking and this has been enabled through an enhancement to the existing Control Strategy framework that conventionally sets out requirements of Enforcement, Prevention and Intelligence activity.

What they did

The requirement for ‘communication’ activity has been added to the Control Strategy tasking framework providing categories of Enforcement, Prevention, Intelligence and Communication (EPIC).

What it involved

EPIC provides a menu of options that are considered and tasked by the relevant Tasking and Coordination Group. The menu of options is available electronically. For example, when considering the tactics to tackle a rising trend or series of car thefts it is conventional to consider enforcement, prevention and intelligence requirements however and equally critical element is communication. This may be through press release, neighbourhood watch or directly with victims. This may support the enforcement, prevention and even the intelligence needs, however, the primary focus is on reassurance and ensuring the people feel safe.

The force also conducts media monitoring by volunteers who read press articles and judge in terms of whether the impact on the reader is consistent with the priority Make Dorset Feel Safer. This enables lessons to be learned about the impact of specific events, the police response and the presentation to the media.

What impact it had

Tasking and Coordination is supported with a full range of tactics specifically addressing the priority to Make Dorset Feel Safe. Encourages managers to think about communication as part of problem solving integrates media functions into the operational tasking process.

The Force has achieved and maintained relevant Excellent Grades from HMIC and PCSD over three years. The BCS measure of people assessing ‘their local police do a good job’ has increased to the current level of 60% and is best of MSF.

Lessons learned

Generating the operating framework ensures that community and victim impact is considered and tasking set.

Contact

For further information, contact Mr Simon Merry 01202 223777.
7. Performance Management leaflet for Section and Team leaders

**Source:** Dorset Police

**Hallmarks:**

**Themes:**

**Roles:** Executive, Managers & Team Leaders

**Introduction**

Performance Management has different requirements depending on role and principles have been set in the context of the NIM and specific to Inspectors and sergeants and equivalent police staff team leaders.

**What they did**

‘Performance Management’ has been rebranded as performance tracking and a briefing document entitled ‘Performance Tracker’ prepared to accompany personal briefings that follows a cycle of target, task and track.

**What it involved**

The preparation of a 4 page guidance document specifically focused at team leaders and putting performance management into the context of NIM processes so that all leaders see how they fit into overall force performance and have a guide to performance improvement (See Appendix A).

The document has been personally issued to leaders and briefed by the Chief Constable at the Policing Plan launch event.

**What impact it had**

All leaders are clear that performance is everyone’s responsibility together with guidance on how to manage and improve.

**Lessons learned**

Staff need generic requirements tailored for specific application depending on role and purpose.

**Contact**

For further information, please contact Mr Simon Merry on 01202 223777
Appendix A

Target, Task and Track

Performance Tracker for Inspectors and Unit Heads

<table>
<thead>
<tr>
<th>Task</th>
<th>Track</th>
<th>Target</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

Introduction

The grid above is the basis for the Performance and Evaluation process. Each cell represents an area of focus and is connected to the others in a circular flow. The focus is on continuous improvement and feedback to ensure successful outcomes.

CS7
### Dorset Police Performance Tracker for Inspectors and Unit Heads

#### Performance Management
- **Objective Setting/Building**: You can set objectives for your performance and track your progress with the PPG. Regular feedback and updates will keep you informed and motivated.

### Plans, Performance Improvement Processes and Your Role

<table>
<thead>
<tr>
<th>Role</th>
</tr>
</thead>
<tbody>
<tr>
<td>Public Police Authority, Home Office, NCA, CJ Partners</td>
</tr>
<tr>
<td>Chief Constable</td>
</tr>
<tr>
<td>Public, Chief Officers COMs</td>
</tr>
<tr>
<td>Public, Div/Commanders</td>
</tr>
<tr>
<td>Public, Section Commanders</td>
</tr>
<tr>
<td>Role: Team leaders</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Accountability</th>
<th>Plans and Processes</th>
<th>Corporate Plan</th>
<th>Force Control Strategy</th>
<th>Local Control Strategy/Service Plan</th>
<th>Team Plan / PMP</th>
<th>Problems / Target Drivers / Responses</th>
<th>Action</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Public Police Authority, Home Office, NCA, CJ Partners</strong></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td><strong>Chief Constable</strong></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td><strong>Public, Chief Officers COMs</strong></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td><strong>Public, Div/Commanders</strong></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td><strong>Public, Section Commanders</strong></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td><strong>Role: Team leaders</strong></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

- **Force Executive Board**: Set and review the strategic goals and objectives.
- **CHQ**: CHQ's role is to set and review the strategic goals and objectives.
- **Set and review the strategic goals and objectives.**
- **Set and review the strategic goals and objectives.**
- **Set and review the strategic goals and objectives.**
- **Set and review the strategic goals and objectives.**
- **Set and review the strategic goals and objectives.**

### Performance Improvement Guide

1. **P33**: Performance Improvement.
2. **P34**: Performance Improvement.
3. **P35**: Performance Improvement.
4. **P36**: Performance Improvement.

---

**Improving Performance: A Practical Guide to Police Performance Management - Case Studies CS7**
8. Use of Z Scores

Source: Gloucestershire Constabulary
Hallmarks: 2 3 4 5 6 7 8 9 10 11 12
Themes: Analyst/Manager link, Analysis & Priority setting
Roles: Managers & Team Leaders

Introduction
Gloucestershire Constabulary uses ‘Z scores’ which uses statistically significant changes in performance data to focus operational and organisational activity. The use of Z scores also standardises performance data which means that trends can be ranked by order of emerging risk and priority.

What they did
Use is made of the past 3 years’ crime stats to identify normalised trend data. From the information gathered an assessment can be made of significant variations of performance against baseline data. Performance trends can then be traffic lighted to identify areas of risk and priority, which provide a focus for operational and organisational activity.

What it involved
The Constabulary operates a mature Management Information System (MIS) which is used to capture all performance data across the constabulary. MIS data is presented at weekly and monthly performance meetings. Only data which has shown a statistically significant change since the last report is expanded and subject further analysis and reporting.

The use of Z scores has been developed to focus on statistically significant shifts in performance, be they improvements or deterioration. The methodology enables a dialogue about ‘what works’ i.e. spreading good practice, and a clear focus on performance improvement.

What impact it had
The use of Z scores means that performance meetings are now very focused which enables valuable resources to be deployed in those areas where they will make greatest impact and deliver value for money.

Lessons learned
This method has proven to be very useful at dealing with ‘today’s crime today’. The Constabulary is now working to further develop the Z scores principles into longer term crime trends (see Appendix A).

Contact
For further information, contact Chief Superintendent John Clay-Davies, Gloucestershire Constabulary – john.clay-davies@gloucestershire.police.uk
Appendix A

Gloucestshire Constabulary Weekly Report

This report is produced weekly by the Performance Team to highlight changes in force performance that are statistically significant.

The 'Summary' section (page 2) gives a weekly overview of changes in crime, detections and arrest data that are statistically significant compared to the previous three years. The Summary highlights the most recent two weeks of data. Those areas highlighted in RED show statistically significant deteriorations in performance compared to the last three years. AMBER areas show decreases in performance that could be seen as a warning sign that the variable may turn RED in future weeks. Those highlighted in GREEN represent performance that has seen statistically significant improvement compared to the last three years. Those areas that remain WHITE show no significant change compared to the past three years and their data will be excluded from this report. If a crime type, detection rate or arrest rate displays a RED, AMBER or GREEN colour for this week the corresponding data is shown in this report just click on the relevant crime, detections or arrest section on the Summary page.

Explanation of this Data Analysis Method

This report is based on a method of data analysis called standardised Z scores. It is a recognised method of data analysis that is widely used in Quality Control systems. The calculation of standardised Z scores allows us to highlight changes in weekly performance that are higher (or lower) than we would normally expect based on previous performance. If a change in performance is not statistically significant it will not be highlighted. Therefore, this method of reporting will highlight only what is important, the 'noise' or random fluctuations that always occur in the data will not be highlighted in this report.

Please contact the Performance Team on Extension 2119/2124 if you have any queries relating to this report.
9. Establishing a Purpose Statement for force Performance Improvement Conference

Source: Gloucestershire Constabulary

Hallmarks: 1 2 3 4 5 6 7 8 9 1 0 1 1 1 2

Themes:

Roles: Executive, Managers & Team Leaders

Introduction
Gloucestershire Constabulary recognised the need to conduct the business of their performance management regime in a supportive environment within which participants clearly understood their role and expectations.

What they did
The Constabulary introduced purpose statement, which articulates the purpose of its Performance Improvement Conference and the Roles and Responsibilities of those in attendance (see Appendix A below).

What it involved
Chief and Senior Officers developed the purpose statement, which, after a number of iterations, was adopted by its Senior Officers’ Conference.

What impact it had
The purpose statement clearly sets out what is required by those attending the Performance Improvement Conference, as a consequence Conference is better focussed and points for action are captured and progressed within a shorter time scale than before.

Lessons learned
Setting out the purpose of the Performance Improvement Conference and the roles and responsibilities of those involved has helped to ensure a clear focus on performance issues with clear lines of responsibility.

Contact
For further information, contact Chief Superintendent John Clay-Davies, Gloucestershire Constabulary – john.clay-davies@gloucestershire.police.uk
Appendix A

Purpose of Performance Improvement Conference and Roles and Responsibilities Of Participants

Purpose of Gloucestershire Constabulary
Our purpose is to reduce crime and disorder and to promote safety in Gloucestershire.

Purpose of Performance Improvement Conference:
The purpose of the Force Performance Improvement Conference is to support the stated purpose of the Constabulary by:

1. Visibly driving the performance culture as an absolute priority from the top of the organisation.
2. Improving performance through accurate and timely data with clear targets and objectives linked to Force priorities.
3. Holding Divisional Commanders and Departmental Heads to account for performance within their areas of responsibility.
4. Identifying areas of performance concern and success and to drive clear action planning to combat performance problems.
5. Realigning priorities in response to changing performance and operational/organisational circumstances.
6. Matching resources to support realigned priorities.
7. Relentlessly following-up and assessing areas of poor performance.
8. Recognising performance success and promoting the sharing of good practice.
9. Driving the sense of urgency and belief that the police service can make a difference.
### Roles and Responsibilities of Those Attending Performance Improvement Conference

Persons attending Force Performance Improvement Conference will support the delivery of the stated purpose of the Constabulary in the following ways:

<table>
<thead>
<tr>
<th>The Chief Officer Team Will:</th>
<th>Divisional Commanders and Departmental Heads Will:</th>
</tr>
</thead>
<tbody>
<tr>
<td>- Hold Divisional Commanders and Departmental Heads to account in a manner that is robust but not aggressive.</td>
<td>- Recognise the significance of the Performance Improvement Conference for Force performance.</td>
</tr>
<tr>
<td>- Highlight and praise good performance – and its links to force objectives and priorities.</td>
<td>- Using the 4P’s format (Progress, Problems, Priorities, Points for Action) – come to Conference prepared to explain performance – good or bad – and to detail ‘Points for Action’ taken in response.</td>
</tr>
<tr>
<td>- Offer support and assistance for tackling any poor performance identified.</td>
<td>- Implement ‘Points for Action’ agreed with the ACPO Team.</td>
</tr>
<tr>
<td>- Hold Divisional Commanders and Departmental Heads to account for only those outcomes or processes that they can influence.</td>
<td>- Identify any support needs to deliver ‘Points for Action’ agreed with the ACPO Team.</td>
</tr>
<tr>
<td>- Follow up on previously agreed ‘Points for Action’.</td>
<td>- Follow up on ‘Points for Action’ and demonstrate ‘Progress’ at the next Performance Improvement Conference.</td>
</tr>
<tr>
<td>- Ensure managers have access to the same timely and accurate performance data.</td>
<td>- Ensure that ‘Points for Action’ and performance issues are cascaded down within the Division or Department.</td>
</tr>
</tbody>
</table>
10. Use of 4 Ps reporting format (Progress, Problems, Priorities, Points for Action)

Source: Gloucestershire Constabulary  
Hallmarks:  
Themes:  
Roles: Executive, Managers & Team Leaders

Introduction
Gloucestershire Constabulary uses a simple performance reporting format as a focus for its performance management framework.

What they did
The Chief Constable of Gloucestershire introduced the 4P’s reporting format (Progress, Problems, Priorities and Points for Action) as a means of providing a focus for driving performance improvements across all areas of business.

What it involved
The 4Ps format has been adopted across the Constabulary and provides a common language for identifying success and building upon areas for improvement:

| Department / Division: |  |
| Date: | Completed By: |
| PROGRESS (what progress has been made since your last report?) |  |
| PROBLEMS (What problems and barriers are you experiencing that prevent the project moving forward?) |  |
| PRIORITIES (what are your priorities for moving the project forward?) |  |
| POINTS FOR ACTION (what action is being taken to address identified problems priorities?) |  |

What impact it had
The 4P’s format is used across the constabulary. Provides a business focus and a common framework / language that is easy to understand.

Lessons learned
The 4P’s format provides a common language for performance management across the force and can be used in a NIM environment.

Contact
For further information, contact Chief Superintendent John Clay-Davies, Gloucestershire Constabulary – john.clay-davies@gloucestershire.police.uk
11. Establishment of a multi-agency steering group to identify ways of building a stronger, more crime resistant community

Source: Greater Manchester Police & Bolton Council

Hallmarks: 1 3 4 6 5 3 4

Themes: Partnerships

Roles: Managers & Team Leaders

Introduction
Halliwell is an area of deprivation on the periphery of Bolton town centre with high crime and a hotspot for juvenile-related anti-social behaviour. In September 2004 Bolton Metropolitan Council made Halliwell a priority area.

What they did
The Police Divisional Superintendent headed a multi-agency steering group made up of senior operational managers and ward members. The main driver was to develop confidence and build a stronger, more resistant community. Policing and regeneration were not treated as separate issues but part of the same solution. Intervention at community level was the key to improving quality of life. The group identified five aims:

- reduce domestic burglary
- promote partnership services and initiatives that reduce fear and build a stronger community
- improve the environmental quality of area by tackling littering, dog fouling, graffiti, etc
- reduce the level of anti-social behaviour caused by young people
- reduce the level of anti-social behaviour across the housing spectrum, ensuring a more coordinated approach involving private landlords

What it involved
The Cop Shop
A mobile ‘Cop Shop’ was deployed to the Halliwell area. Four-year anti-social behaviour orders (ASBOs) with extensive prohibitions were issued to four young people. High-profile publicity and leafleting followed.

Engaging the community
The community were engaged through frequent events and clean-up campaigns alongside ‘Home Watch’ schemes, improving support to victims and witnesses. Specific campaigns promoted the help available to young people and ethnic minority groups who become victims of crime. The Halliwell Urban Care and Neighbourhood Centre (UCAN), run by Bolton at Home, have played a central role in disseminating information to the community. Innovative engagement methods such as intergenerational days and a community court event were utilised to maximise participation, engaging with diverse groups.

Burglary Reduction Packages & Alley Gating
Extensive burglary reduction packages and alley gating were supported by targeting prolific offenders.
Private Landlord Project
The Private Landlord Project (PLP), managed by Bolton at Home, was launched and its immediate focus was to engage the private landlords across Halliwell.

Improving the environment
Environmental improvements included a graffiti removal project where young people identified problem areas and helped remove the graffiti. Dog-fouling, littering and fly-tipping were all tackled through enforcement and by raising awareness in schools and with community groups. Ten litter bins were installed where there had been none, in locations identified by the local community.

What impact it had
An independent evaluation by the University of Salford concluded:
- Burglary has seen a 45.7% reduction during the period and this lower level is being sustained
- Youth-related ASB has fallen by 3.9%
- Community perception surveys showed that respondents who rated the area as “poor” or “very poor” fell from 15% to 5% Respondents who were fearful of becoming a victim of crime or ASB “while walking about in their area” has fallen from 43% to 28% and nearly twice the number of respondents felt that they were very satisfied with the level of patrols in the area
- The closure of Marlborough House immediately saw other residents for the first time in years opening their front doors and children being allowed to play in their street
- Environmental quality has improved enormously from a 69% pass to 81%, a full 6% higher than our BVPI 199 target for 2005/6

This model of working is now embedded into Safer Neighbourhood delivery in Bolton. The “virtual” Safer Neighbourhood teams comprise of community development staff, environmental services staff, housing staff working together with police officers and PCSOs and supported by detailed analytical products. Bolton remains the top performing division within Greater Manchester and is only one of 4 local areas to have Beacon status for Prevening and Tackling Anti-Social Behaviour

Lessons learned
The project demonstrated the importance building community confidence can play in reducing crime. The range of community engagement initiatives and the environmental improvements led to increase confidence leading to more information and intelligence leading to the police and the Council able to take action.

Contact
For further information, contact Gill Hughes, Community Safety Services. Tel 01204 331226. gillian.hughes@bolton.gov.uk
12. Improving Personal Performance

Source: Hertfordshire Constabulary

Hallmarks: 2 3 4 5 6 7 8 9 10 11 12

Themes: Personal performance

Roles: Managers & Team Leaders

Introduction

The force introduced a performance indicator set for teams and individuals ("Team Performance Framework") in 2002/3. The focus of the framework was to provide managers with a range of performance indicators that were in support of the force priorities and policing plan, with the measures developed to reflect activities done by different roles in the organisation in support of the priorities.

After a couple of years of regular provision of the data, it was recognised that there were various levels of use within the force, with some managers receiving and utilising regular updates on the performance of their team, while others were not receiving any information. Forcewide analysis of individual performance revealed that some staff were apparently performing significantly above their colleagues, but this had not been "recognised", while others were apparently under performing but had met with no pressure to improve.

It was decided during 2006 that a standard approach was required and a project was initiated to develop this. The project was entitled: “Improving Personal Performance” (IPP). The aim of the project was to bring together the Performance Framework and the Personal Development Review (PDR) process to create a more formal structure for utilising performance data in context to manage the performance of individuals. In broad terms the aim would be to bring the poorer performing 10%-20% of officers up to at least the average level. At the same time efforts would be made to improve the performance of other individual officers across the board. It is anticipated that these actions collectively will result in a substantial improvement in force performance.

What they did

A project steering group and a working group were formed and a work plan was developed. The project was to initially focus on the development of a process to “go live” in April 2007 for Intervention and Neighbourhood Team officers (as these groups represent a large proportion of staff) and then work in a phased manner through the other teams. This methodology will later be extended to relevant HQ Departments.

The first stage was to identify what good individual performance looks like for members of each team within the Policing Style on Areas – starting with Intervention. Good individual performance was then defined in terms of a suite of performance measures. The IPP project was able to build on the already developed and validated measures from the Performance Framework system. Several key measures were already in existence, some needed alteration to fit with the exact requirements of the IPP, while other measures were not available and needed development from scratch.

Following consultation with practitioners and managers, the suite of indicators for Intervention Teams and Neighbourhood Teams were agreed and the new measures were...
developed to support this. A format for presentation of performance was also agreed. Working with the HR Department, the IPP was incorporated into the PDR process. “Mandatory Objectives” relating to IPP activities were developed for Intervention and Neighbourhood officers.

Pilot versions of the measures and charts were tested with some Sergeants, both to ensure they understood the product and also to enable them to assess whether the data appeared to provide an accurate picture of their individuals team members’ performance.

An IPP website was set up to enable staff to find out about the IPP and how it would affect them. Also, area based meetings were held with all staff involved to inform them of the process prior to the “go live” date.

Regular updates were provided to chief officers by the project lead and presentations were given to the force Operational Performance Management Meeting.

Since the initial phase, measures have been developed for Crime Groups and Roads Policing Officers. These began mid 2007/8 and will form part of the year end review of those staff.

Extension of the IPP to other operational teams, control room staff and PCSOs is underway, with measures being developed for use next year.

**What it involved**

Using Intervention Teams as an example, the following measures were developed:

<table>
<thead>
<tr>
<th>Categories</th>
<th>Definition</th>
<th>Measure</th>
</tr>
</thead>
<tbody>
<tr>
<td>Quality of service</td>
<td>Quality of service audit/survey in relation to 1 crime per month per officer. This will require the Supervisor to go through a series of checks in a crime report and then conduct a survey with the victim. Both utilise a web based system which reports to excel and can therefore be displayed within IPP.</td>
<td></td>
</tr>
<tr>
<td>Quality of Work</td>
<td>We are currently exploring error rates of various processes to report into this measure, it is likely to include PND and Crime reporting errors (measure not yet introduced).</td>
<td>Measure</td>
</tr>
<tr>
<td>Total Incidents Dispatched/ Attended (All Incident Types) 10 %</td>
<td>On OASIS - Officer dispatched to incident and/or arrived at incident. (If dispatched to same incident twice, only counted once).</td>
<td>Measure</td>
</tr>
<tr>
<td>Arrests Leading to a positive outcome</td>
<td>Of the arrests made by an officer how many have resulted in a positive outcome which will include: Sanction detections, Charges for road traffic offences, Also including: assault on constables, some disorder offences, driving offences, etc. Includes all arrest for Warrants.</td>
<td>Measure</td>
</tr>
<tr>
<td>Categories</td>
<td>Definition</td>
<td>Context</td>
</tr>
<tr>
<td>------------------------------------------------</td>
<td>-----------------------------------------------------------------------------------------------</td>
<td>---------------</td>
</tr>
<tr>
<td>Public Notice for Disorder (PND)</td>
<td>Number of Penalty Notices issued for notifiable offences.</td>
<td>Measure</td>
</tr>
<tr>
<td>Fixed Penalty Notices issued (FPN)</td>
<td>Number of Fixed Penalty Notices issued for Road Traffic offences.</td>
<td>Measure</td>
</tr>
<tr>
<td>Arrests as a result of PACE Search</td>
<td>Of the number of Searches made how many have resulted in an arrest</td>
<td>Measure</td>
</tr>
<tr>
<td>Total Arrests</td>
<td>Number of arrests made by officer including road traffic offences, warrants etc.</td>
<td>Context</td>
</tr>
<tr>
<td>Crimes Reported</td>
<td>Crimes with officer as “Reporting Officer”.</td>
<td>Context</td>
</tr>
<tr>
<td>Stop &amp; Account Issued</td>
<td>Number of Stop &amp; Accounts carried out</td>
<td>Context</td>
</tr>
<tr>
<td>Intelligence submissions</td>
<td>Seeking to include a quality measure (measure not yet introduced – awaiting change to IT system)</td>
<td>Measure or Context</td>
</tr>
<tr>
<td>Hours in Role</td>
<td>Number of Hours on Intervention during reporting period</td>
<td>Context</td>
</tr>
</tbody>
</table>

**What impact it had**

This is a long-term and far-reaching project which, although implemented widely across the force, is still at an early stage. The PDR is an annual process so full evaluation cannot be undertaken until year one is complete. However, initial evaluation work has found the following:

- The IPP project has certainly raised awareness of individuals in respect of their quantitative and qualitative performance
- All intervention and neighbourhood officers now have the mandatory objectives within their PDR
- Sergeants involved in the initial post-implementation evaluation were generally positive. The performance charts were well received and were felt to have provided good evidence of performance, particularly in relation to activities undertaken by individuals
- Following implementation, we have sampled between 10-15 top performers from each area. The debriefing of top performers was well received by the individuals who provided some clues as to how they perform, what motivates them and what fixes the organisation needs to makes locally and corporately (see lessons learned
- In terms of force performance, crime is down, arrests are up and the sanction detection rate has increased during 2007/8 when compared with the previous year. Hertfordshire remains among the top forces in the country in terms of customer satisfaction. It is, however, difficult to attribute these performance improvements directly to the IPP or quantify its impact, as (as always) there are a number of other initiatives and process changes that will also have impacted upon overall performance

At the end of the 2007/8 policing year, there will be a further evaluation of the IPP and its impact on the performance of individual staff who have been involved.
Lessons learned

It is imperative that all performance data is placed in context. This is why line manager involvement in the assessment of individual performance is essential. This is of particular importance when assessing apparent “high” or “low” performers, as there are many reasons why people may have carried out varying levels of activities.

Involvement of practitioners together with experienced MI staff in the development of performance measures is essential as is validation of the data. There are many nuances in the writing of data extraction reports and measures can be interpreted in different ways. Working together maximises the likelihood that the product will be fit for purpose.

Piloting of measures with a sample of managers helped us to make improvements to the process before going live across the force.

The debriefing of top performers has already identified various areas of business that needed to be improved.

It was also good for high performing individuals to receive feedback and awareness that they had been recognised as high performers. Previously, some consistent high performers had not been made aware that they were significantly more productive than their colleagues.

There is, however, a danger that a negative “competitive” aspect could develop where staff compete for arrests, etc. This will need to be monitored at a local level.

Contact

For further information, contact Det Supt Jerry Tattersall on 01707 35 4605.
13. Sanction Detections: Expected rates given the crime mix

Source: Hertfordshire Constabulary
Hallmarks: 2 3 4 6 7 8 10 11 12
Themes: Sanction detections, Partnerships, Analysis & Target setting
Roles: Executive & Managers

Introduction

Hertfordshire Constabulary comprises ten CDRP areas, covering 23 “sections” (towns). Some CDRPs are very similar in terms of both their demography and their crime profile, whereas others are distinctly different. For example, one CDRP is dominated by a sizeable urban town with a very diverse population in terms of ethnicity, a high proportion of social housing, a large shopping centre, a thriving night-time economy and strong transport links into London; while another is dominated by rural villages and small towns with small shopping centres and comparatively very little in terms of night time economy.

These CDRPs experience considerable differences in terms of their total crime levels and the corresponding proportion of total crimes detected. When looking at the sanction detection performance of different locations, it became apparent that it was not appropriate to apply a “blanket” target rate across the force and that locations with a higher overall detection rate were not necessarily performing “better” than those with a lower overall rate.

It was considered that there may also be a similar pattern of differences in crime mix between forces. An appreciation of this may help us to understand any apparent differences in overall sanction detection rate performance between Hertfordshire and its MSF group.

What they did

A new approach was tested and then adopted at the end of the 2005/6 policing year. This involved looking at the detection rates for each location in terms of the mix of crimes experienced in that location and then to calculate an “expected” overall sanction detection rate given that crime mix. This would:

- enable the constabulary to identify areas where the overall sanction detection rate fell below the “expected” rate, given the crime mix.
- also assist CDRP managers by focusing on issues local to them and to identify their main shortfalls in terms of their comparative detection rates.
- help to explain why some areas always had the highest/lowest sanction detection rates.
- help with target setting, in terms of how areas would support the overall sanction detections targets.

The findings were very useful and the whole exercise has been partially automated and is repeated quarterly. Additional contextual analysis also supports the findings, for example the “expected” rates have been run with and without TICs, and breakdowns of detections by detection type have also been provided.
What it involved

Crimsec 3 - style spreadsheets were used as the basis for the analysis. The force level sanction detection rate was applied to each CDRP for each crime type in order to calculate the “expected” number of detections for that CDRP, given the crimes recorded. This was then compared to the actual number of detections attained.

The below chart is an example overview showing actual performance against “expected” performance:

The example chart below shows the difference, in terms of number of sanction detections, between the “expected” and actual rates:
The below chart is an example of a breakdown for one CDRP of the sanction detections “deficit” in terms of crime type:

<table>
<thead>
<tr>
<th>Crime Type</th>
<th>No of Sanction Detections</th>
</tr>
</thead>
<tbody>
<tr>
<td>Other wounding</td>
<td>18</td>
</tr>
<tr>
<td>Other criminal damage</td>
<td>10</td>
</tr>
<tr>
<td>Harassment</td>
<td>8</td>
</tr>
<tr>
<td>Theft from a shop</td>
<td>6</td>
</tr>
<tr>
<td>Criminal damage to a vehicle</td>
<td>6</td>
</tr>
<tr>
<td>Theft from a building other than a dwelling</td>
<td>4</td>
</tr>
<tr>
<td>Other fraud</td>
<td>4</td>
</tr>
<tr>
<td>Other theft or unauthorised taking</td>
<td>2</td>
</tr>
</tbody>
</table>

Similar charts were created for comparison of Hertfordshire with its MSF group.

These charts are refreshed quarterly and are presented at force Operational Performance Management meetings, along with further supporting analysis and findings where appropriate.

**What impact it had**

The process has helped managers to understand (and to quantify) a key underlying reason why some geographical areas experienced different overall sanction detection rates and it challenged some traditional perceptions about performance in various locations around the force.

CDRP managers were given detailed information regarding their comparative sanction detection rates, including an outline of the crime types where they were experiencing a “shortfall” in terms of the actual numbers of detections achieved when compared with the numbers “expected”. This enabled local action to address these shortfalls.

In terms of force performance, the analysis enabled the force to assess its own comparative performance in light of this new dimension. It helped to identify the crime types that had the greatest negative impact on our comparative performance – providing a greater level of breakdown than is available via iQuanta – and highlighted where we were experiencing particularly high levels of crime and/or low levels of detections. Where performance shortfalls were highlighted, steps were taken to address them.

Over time, the crime types of highest “risk” saw noticeable improvements. Of the highest risk crime types identified initially, all saw a subsequent performance improvement (with corresponding improvements in the MSF position). Two crime types were subject of comprehensive process changes which elicited significant improvement. One, “Other Fraud”, where the identified issue was around “Bilking” is subject of a separate case study.
Lessons learned

This analysis helped force managers to understand, quantify and visualise one of the key underlying reasons for differences between geographical areas in terms of the overall sanction detection rates achieved. It helped provide an additional dimension to the assessment of performance and helped managers by clearly illustrating comparative shortfalls, enabling them to direct further analysis and/or take action as appropriate.

It is understood that crime mix is not the only factor contributing to differences in sanction detection rate, but it appears to be a key contributory factor.

As always with performance analysis, anomalies can skew the data and thus the findings. For example, if one offender is found to have committed several hundred offences in one CDRP resulting in multiple charges / TICs, then this could result in an unrealistic force sanction detection rate for this offence type, thus skewing the overall findings. In this case, the anomaly may need to be removed or alternatively it may be better to make two assessments (with and without).

Contact

For further information, contact Julie Lloyd at Julie.Lloyd@Herts.pnn.police.uk
14. Risk Matrices

Source: Hertfordshire Constabulary

Hallmarks: 2 3 4 5 6 7 8 9 10 11 12

Themes: Risk management & Analysis

Roles: Executive & Managers

Introduction

Summaries of Force and BCU performance are regularly required in order to identify areas of genuine performance “risk” in relation to force priorities. Assessments of risk need to take into account performance against peers, performance over time and performance against targets. In addition, force managers wish to have an idea of how the force may be viewed nationally and regionally, for example by the Police Performance Steering Group or Government Office.

What they did

The first risk matrix was introduced in 2003/4. A variety of methods for assessing, scoring and summarising performance “risk” were trialled over time and in relation to various different performance areas and a preferred methodology was developed based on utilisation of “Risk Matrices”. Each risk matrix has its own dimensions and timeframes, depending on the nature of the measure and the frequency of data available to support it. Risk matrices are used to assess performance risks in relation to:

- Recorded crime
- Sanction detections
- Satisfaction
- Neighbourhood crime and anti-social behaviour

What it involved

Example:

In relation to recorded crime, data sources include a bespoke internal data report and iQuanta. Priority crimes are given a “risk score” for each of six dimensions, covering:

- Current MSF Position
- Change in MSF Position
- Changes in crime level over time (medium and long term)
- Current performance against target
- Change in position against target

The risk scores are then combined to create an overall risk score for that priority crime type. The score is then assigned a risk category: no risk, low, medium, high.

An example excerpt of a recorded crime risk matrix is shown below:

<table>
<thead>
<tr>
<th>FORCE</th>
<th>MSF Position</th>
<th>MSF Change (Prev Month)</th>
<th>Previous Quarter</th>
<th>Change Vs Same Quarter</th>
<th>Previous Rolling 12 Months</th>
<th>Tgt off/on</th>
<th>Change To Target (Prev Month)</th>
<th>Risk</th>
</tr>
</thead>
<tbody>
<tr>
<td>Total</td>
<td>2</td>
<td>(3)</td>
<td>-4.5%</td>
<td>-15.5%</td>
<td>-10.7%</td>
<td>-10.3%</td>
<td>-10.3%</td>
<td>0</td>
</tr>
<tr>
<td>Big D</td>
<td>7</td>
<td>(8)</td>
<td>-20.0%</td>
<td>-33.3%</td>
<td>-18.5%</td>
<td>2.3%</td>
<td>1.9%</td>
<td>11</td>
</tr>
<tr>
<td>Robb</td>
<td>4</td>
<td>(5)</td>
<td>-20.0%</td>
<td>-33.3%</td>
<td>-18.5%</td>
<td>1.8%</td>
<td>1.9%</td>
<td>1</td>
</tr>
<tr>
<td>Vehicle</td>
<td>5</td>
<td>(4)</td>
<td>12.2%</td>
<td>8.3%</td>
<td>-8.9%</td>
<td>-7.7%</td>
<td>-10.3%</td>
<td>7</td>
</tr>
</tbody>
</table>
A summary of the risks is taken to force Performance Management Board for review. High risks and changes in risk level that are worthy of mention are presented at Operational Performance Management Meetings, together with supporting information where appropriate, where they are addressed in terms of remedial actions.

**What impact it had**

Risk Matrices have several benefits:

- The concept is widely understood by senior managers throughout the force
- It is a simple, concise and efficient way of summarising areas of performance risk across the force, enabling easy identification of issues
- The process is robust: The methodology has remained consistent over time, is applied consistently across the force and has proved to be reliable
- Emerging risks are genuine and worthy of attention – the method does not escalate short-term fluctuations, thus promoting a focus on areas of genuine performance risk and avoiding knee-jerk reactions to performance “blips”
- In addition, the method proves to be a useful indicator of how the force will be viewed nationally, providing early warning of those performance areas that may be at risk of being flagged for further attention by national or regional assessments

Several forces have already received and adapted the Hertfordshire risk matrices for their own local needs.

**Lessons learned**

- Risk scores and dimensions need to be tested and modified over time to ensure the methodology is robust and meets the requirements of the force in terms of nature of assessment and risk thresholds.

**Contact**

For further information, contact Julie Lloyd at Julie.Lloyd@Herts.pnn.police.uk
15. Specialist Interview Unit (SIU)

**Source:** Hertfordshire Constabulary

**Hallmarks:**

**Themes:** Sanction Detections

**Roles:** Managers & Team Leaders

**Introduction**

In late 2005 Hertfordshire Constabulary identified an ongoing “high” performance risk around its overall sanction detection rate. The sanction detection rate had fallen from the previous year and was considerably below the policing plan target (the shortfall at that time equated to around 600 detections) and the projection was that the force would end the year off target. Also, although the force’s crime levels were comparatively good, Hertfordshire’s sanction detection rate was below the rates being achieved by most other forces within its MSF group (having for several months been 7th of 8 in the group). This disparity was also apparent for priority crimes, particularly Vehicle Crime.

**What they did**

Op Maximum 2 commenced on 6th February 2006. This was part of the force’s response to ensure that the overall sanction detection rate target was achieved. Op Maximum was staffed by a team of officers drawn from Areas and the Crime Management Department. A monitoring system was set up to enable Op Maximum’s performance to be tracked. In the two months up until 31st March 2006, this team of approximately a dozen officers detected 366 offences, 251 of those detections being by way of offences Taken into Consideration (TIC).

Recognising the business benefits that the Op Maximum team delivered, between April 06 and June 06 Op Maximum continued whilst preparations were made for the team to become a permanent unit – the Specialist Interview Unit (SIU). The SIU was established on 1st June 06 with two main objectives. Firstly, to maintain and progress the delivery of performance in relation to priority crime investigation and secondly, to deliver training (in the form of one month attachments) to area based staff so that this performance could be replicated on area. It was recognised that experiential learning in this field was more beneficial than the classroom based type.

**What it involved**

The SIU continues to focus on performance and training around volume crime investigation and detection. Nearly a quarter of all persons charged with offences by the SIU go on to make further admissions that are dealt with by way of TIC. Against a national average of 9% for the proportion of sanction detections being attributable to TICs, the SIU have returned results of 68%, 61% and 73% year on year. It is this high TIC rate that allows the SIU to contribute so significantly (considering the size of the team) to force performance.

This performance has been achieved largely due to the holistic approach to volume crime investigation. Both officers on attachment to the unit and the permanent staff approach all cases with a view to addressing any problems that a particular suspect may have and are supported in doing so at all levels of line management. This will often involve addressing any drug dependency, housing issues and family or relationship problems. It is often only when a suspect trusts that the officer dealing with them is showing genuine interest that they will
fully co-operate. Whilst there are obvious benefits to the organisation in terms of subsequent detections that are achieved, the focus of the unit is around dealing with a suspect and making every effort to rehabilitate them where there is cooperation. This approach has the longer term benefit of significant crime reduction. This approach is taught to all officers attached to the unit as best practice and the officers then take this learning back to area to put into practice. In November 2007, the SIU won the National Police Training Award for Programme of the Year.

What impact it had

By the end of the 2005/6 policing year, the force’s policing plan sanction detection rate had been achieved and the force’s “risk level” was diminishing. Along with other initiatives, the work and impact of the SIU has helped the force to maintain top quartile sanction detection performance during 2006/7 and 2007/8.

During the 06/07 policing year, the SIU delivered 1483 sanction detections with 907 of these being by way of TIC. This equated to 38% of the total 2412 TICs obtained. This figure in itself represents a significant improvement of approximately 30% on the previous year end total of 1802. The improvement in the number of TICs obtained had a positive effect on the force’s overall performance with a 28.7% sanction detection rate at the year end. Once again the proportion of those detections that were TICs increased to 9.2%.

This improvement has continued into the 07/08 policing year. As at 13th November, the overall sanction detection rate stood at 29.4% with the total number of TICs being 2201. This is an improvement in terms of both numbers of TICs and the proportion of detections by way of TICs – now 13.56%. In terms of TIC performance, the force now has the highest detection rate by TIC within the MSF group.

Chart 1, below, shows the twelve month rolling sanction detection rate for the force for the past two years (blue line, right axis). The pink line (left axis) shows the 12 month rolling number of TICs. Chart 2 shows the iQuanta comparison chart, mapping Herts’ performance against that of it’s MSF group. The Op Maximum start date is marked on both charts. It is clear that the overall improvement in performance management, coupled with an improvement in the TIC rate, has had significant results.

Chart 1
Lessons learned
The SIU has developed and evolved since the inception of Op Maximum in February 2006. During that time some key lessons have been learned as follows.

- Support of the unit, its aims and its methods at all levels of the organisation is crucial
- Allowing officers who are ‘experts’ in their field to deliver without intrusive supervision is key
- Have effective data systems in place that are able to capture and report on performance data
- Volume crime investigation is and should be recognised as a specialism in its own right. Correct staff selection is vital
- The most effective approach is one that can adjust to needs quickly. Officers should have a thorough understanding of all options whether they are rehabilitation or effective enforcement

Contact
For further information, contact Jane Swinburn at jane.swinburne@herts.pnn.police.uk
16. Making off Offences (Bilking)

Source: Hertfordshire Constabulary
Hallmarks: [123456789 1 0 1 1 1 2]
Themes: Risk management
Roles: Managers & Team Leaders

Introduction
The Constabulary uses Statistical Process Control to monitor levels of recorded crime and identify any that are showing significant increases either year on year or quarter by quarter. These systems identified that the number of Bilking offences was increasing significantly with no increase in detections. If this trend was left unchecked it would undermine both overall crime reduction and effort to improve the sanction detection rate. A Forecourt Watch scheme had not produced the reduction expected. It was unclear initially if the increase was a change to recording practices following changes to National Crime Recording Standards (NCRS) or a genuine increase for other reasons.

What they did
The Constabulary appointed a champion at DCI rank to take charge of the business area and investigate what could be done. The champion was to report back to the Force Operational Performance Management Board on a monthly basis.

A short analysis was carried out and identified that the upwards movement in rate of making off offences was close to the introduction of new NCRS standards for this offence. There was a clear issue with the recording standards that the force had introduced and formed the starting point for action.

The Constabulary operates a centralised reporting centre for the public and the investigation is then managed by BCU level crime desks. The practices within the Force Contact Centre (FCC) and BCU CMUs (Crime Management Units) were examined and it was clear that matters that did not meet the NCRS standards to record as a crime were being recorded. The guidelines and those of the forecourt watch scheme were artificially inflating the recorded crime figures with matters that should have been recorded as crime related incidents.

What it involved
New guidelines drawn up with the support of the Force Crime Registrar and the Manager of the Force Contact Centre and Managers from the CMUs. These guidelines have since been shared with other forces with similar issues.

The processes used for the reporting and investigation of incidents under the Forecourt Watch were revised alongside the internal guidelines.

Careful briefing of staff within the FCC and CMUs took place along with robust audit of incidents to ensure full compliance with NCRS standards. Feedback was provided on those occasions were there was over or under recording.

An independent audit was then undertaken by the Force Crime Registrar’s team ensuring
that the new procedures continue to comply with National Crime Recording Standards. Subsequent audits also confirmed adherence to these standards.

**What impact it had**

1. Reported crime levels for this crime type fell substantially from 2300 to 1661 on a year on year basis.
2. Contacts with the British Oil Security Syndicate (BOSS) led Hertfordshire being the Force for a national pilot for the recording and investigation of Making Off offences.
3. Increased compliance with NCRS standards.
4. The removal of Bilking offences as a business risk area.

**Lessons learned**

1. The use of Statistical Process Control to identify crime types that require further understanding
2. The appointment of a Force Champion to own the issue.
3. Simple and low cost changes can lead to significant performance change

**Contact**

For further information, contact Jeff Taylor - email jeff.taylor@herts.pnn.police.uk
17. Incorporating lessons learned from IPCC investigations

Source: Independent Police Complaints Commission (IPCC)

Hallmarks: 2 3 4 6 7 8 9 10 11 12

Themes: Vulnerable people, Risk management & Priority setting

Roles: Executive, Managers & Team Leaders

Introduction
The IPCC investigated the police handling of a domestic violence case following the murder of a pregnant woman by her boyfriend. The IPCC made a number of significant recommendations into how the force responded to an attack on the victim a week before she was murdered.

What they did
The IPCC investigation raised issues about:
- Insufficient priority given to victim of domestic violence (risk assessment, adequate training and understanding of issues)
- Failure of care of the victim (communication, response and arrest of perpetrator)
- Need for coordinated, timely and expert response to incidents of domestic violence

What it involved
The IPCC conducted an investigation into the incident. The investigation identified a number of recommendations – some were in regards to misconduct of the officers involved but there were 5 recommendations which contained organisational learning for the force. The learning recommendations were accepted by the force and an action plan was put in place.

What impact it had
The force produced an updated action plan 12 months after the investigation was completed which set out what progress has been made and what impact the changes will have on their practices.

The force made a number of changes to their policies and practices, including:
- Measures taken to remove the administrative burden from Domestic Violence Liaison Officers by the use of civilian police staff – which meant the liaison officers could focus primarily on the investigation itself
- The force put temporary measures in place to ensure better recording in the short term and in the long term a new IT based record management system was introduced which would allow online risk assessment and grading
- Comprehensive review of the Domestic Violence training needs which included producing a range of products to support all police officers
- Processes to ensure that for each future domestic violence case there is a risk assessment system which is constantly under review and is accessible to all who come into contact with the victim
Lessons learned

The case in question appeared in a bulletin produced by the Learning the Lessons Committee, a multi agency committee consisting of the IPCC, ACPO, APA, HMIC, Home Office and NPIA. The bulletin included 10 domestic violence cases providing a short summary on each of the cases and highlighting the recurring issues. Under each of the summaries there were links to more detailed information on the cases, setting out briefly what happened, the key organisational learning recommendations and the response and action by the force.

A report and summary of the case has been sent to all forces and police authorities as part of the learning the lessons bulletin. A number of forces and authorities have reported that they have to sent the recommendations on to the units responsible for implementation to channel it into their policies and practices. In some cases it has been used as training material.

HMIC in their recent thematic inspection into protecting vulnerable people have used the bulletin and examined at how the recommendations were implemented.

Contact

For further information, contact Richard Reynolds, IPCC Investigator (Wales & South-West Region) – 02920 245413

http://www.ipcc.gov.uk/learning/index/bulletins/case_summaries.htm (case 2.8)
18. Operational use of user satisfaction data – “CF PROBE”

Source: Lancashire Constabulary
Hallmarks: 1 2 3 4 5 6 7 8 9 10 11 12
Themes: User satisfaction
Roles: Managers & Team Leaders

Introduction
User satisfaction surveys are now routinely used by all police forces (and other organisations) to monitor the quality of service delivery as part of the commitment to citizen focused policing. Over the past 6 years, the approaches to surveying have been standardised and our understanding of what influences service user satisfaction has improved considerably. The challenge has been to develop timely and engaging information products with which to manage the quality of service delivery and hold staff to account at an operational level. In short to get satisfaction data “on the same page” as more “traditional” performance measures.

What they did
Factors that are associated with high levels of service user satisfaction were identified from SPI, precursor surveys and specially commissioned focus groups. Using this knowledge a programme of surveys that probe beneath the headline level of SPI-surveys was developed. This programme and the associated information products are called CF-Probe. Telephone interviews are conducted with a sample of service users from each of 28 geographic areas (this is the operational responsibility of an inspector).

What it involved
Interviewees rate their level of satisfaction and indicate whether known “satisfiers” were part of the service provided. Each month, CF-Probe reports the collated results for three aspects of service delivery: a) police treatment of service users, b) the actions taken by the police and c) the follow-up.

The results are available for the force, each of the 6 BCUs and each of the 28 geographic areas. Supervisors (typically inspectors) are able to compare levels of user satisfaction and, more importantly, to see whether the known “satisfiers” are being provided by the staff working in their geographic area.

The information is disseminated via the force intranet in the form of an interactive excel spreadsheet that complements other performance products.

What impact it had
Probe has helped to consolidate user satisfaction (Quality of Service) as part of the performance regime at all levels of organisation; It provides a strong indication of how to improve and sustain service user satisfaction; It has given supervisors an insight into delivery and created the expectation that they will address gaps in provision. Inspectors are now held to account for delivery and improvements in service delivery are being reflected in the headline indicators. The “satisfiers” are being delivered more frequently.
Lessons learned

Performance management is reliant upon timely, engaging information at the appropriate level of organisation and detail. Whilst so-called outcome indicators may be useful in making judgements about delivery / performance, their use in operational decision-making is limited.

Contact

For further information, contact Peter Langmead-Jones email Peter.Langmead-Jones@lancashire.pnn.police.uk
19. Performance Management and the NIM

Source: Lancashire Constabulary

Hallmarks: 1 2 3 4 5 6 7 8 9 10 11 12

Themes: NIM & Analysis

Roles: Executive & Managers

Introduction
For many the word “performance” has become synonymous with “target hitting” and is judged according to how much red or green appears in summary reports; for others it is a euphemism for “blame”. The quality of service delivery is regularly considered to be distinct from “performance” as are those aspects of delivery that do not lend themselves to simple enumeration. It is not unusual for the consideration of “performance” to be separated from both strategic and operational decision-making. Not only are these separations artificial, they are inefficient and inappropriate.

The unifying concern of many models and frameworks is informed decision-making and many of the decisions concern balancing the disposition of resources with demands for services.

What they did
For several years, Lancashire Constabulary has espoused and maintained a broader, more discursive conception of performance that isn’t limited to simplistic enumeration, target hitting and judgemental colour formatting. Performance information including quality of service data is regarded as organisational intelligence and along with other intelligence is considered using the discipline of the National Intelligence Model. The level 2 strategic tasking and coordination meeting has been established as the principle forum for considering and managing “performance” to good effect.

What it involved
The monthly strategic tasking and coordination group (STCG) meeting is chaired by the Chief Constable, is attended by all the chief officers, BCU commanders and senior managers. It begins with a facilitated presentation of “corporate performance” under a number of themes that reflect the policing priorities before considering other intelligence products and scanning. A suite of timely and engaging performance products have been developed to support the process.

The group develops and “signs off” the control strategy, the annual policing plan and policy. The discipline of the NIM is used to raise and track actions and, as necessary, modify the control strategy in response to corroborated threats. Whilst challenging, the meeting supports collective responsibility rather than an adversarial and quasi-competitive theatre.

What impact it had
The facilitated presentation of the performance information and intelligence assessments provides a clear and shared understanding of the risks and threats. These inform the control strategy and form the basis for commissioning operational activity and further analysis. The structure and rigour of the NIM is ideally suited for managing performance. Using the same forum to maintain the control strategy and to develop the policing plan results in a clear relationship between them and avoids too many or contradictory priorities being set.
The hierarchical structure of the NIM and the tasking and coordination process in particular is ideally suited for communicating threats and priorities throughout the organisation and increasingly into partner organisations. In successive HMIC inspections, the Constabulary has been graded excellent for performance management, this is in large part due to the clarity in priority setting at all levels of the organisation that has arisen from using and supporting the NIM. Allied with devolved resources and an emphasis on problem solving, the clarity in priority setting has helped to deliver significant improvements in all aspects of performance.

**Lessons learned**

It is important to have timely and engaging performance information and to subject “apparent success” to the same scrutiny as “apparent failure”.

**Contact**

For further information, contact Peter Langmead-Jones email Peter.Langmead-Jones@lancashire.pnn.police.uk
20. A useful analogy: understanding performance management

Source: Lancashire Constabulary

Hallmarks: [ ]

Themes: [ ]

Roles: Executive, Managers & Team Leaders

Introduction
In many ways, reviewing performance can be seen as analogous to diagnosing a medical condition – the process by which a physician determines an underlying condition by considering a number of indicators.

What they did
Lancashire used this analogy as a useful way of thinking about how to develop and implement a performance management regime that values the rational use of information.

What it involved
Describing the generic steps of the medical diagnostic process (i.e. diagnosis, prognosis, treatment, and review) was a useful device for developing and explaining the processes used to monitor and manage performance.

If we become aware of something unusual such as pains, dizziness, nausea etc. we often consult with a physician. The “presenting symptoms” that we describe [to the physician] are analogous to an unusual level of a performance indicator (PI).

The diagnosis begins by determining if the presenting symptoms are genuine and whether they are related to each other – this is analogous to assessing whether the level of a PI is so unusual that is it unlikely to be due to chance.

In order to determine which of many possible conditions is causing our symptoms, the physician will consider additional information. This may include: our medical history, our general well being, and signs from examination or observation. Investigations vary considerably in their complexity from, for example, the heart rate to investigative surgery and may necessitate the referral to specialist investigators (e.g. radiographers).

To the experienced diagnostician, the signs, symptoms, history and test results will be indicative of an underlying disease or disorder. This is analogous to interpreting a PI by considering other indicators and the operating context and making judgements about performance rather than just the performance indicators.

Having identified the probable cause [of our symptoms], the physician will attempt to make a prognosis; this is an assessment of our future health and well-being based on a knowledge of how the condition is likely to develop in someone of our age, sex and general health etc. The prognosis is used in deciding which, if any, course of treatment is indicated. The basic purpose of any treatment being to stabilise or improve the prognosis.

This is analogous to objective setting and concentrating efforts into specific activities that
are intended to bring about particular results. It also reinforces the importance of developing evidence based approaches to decision making and knowledge of what works and why it works.

The prognosis doesn’t only help in deciding what treatment should be delivered, it also helps in determining who is best placed to deliver the treatment. This is analogous to deciding who to task with what actions.

Periodically, physicians may re-assess our signs, symptoms and test results to review our response to treatment. This may lead to revisions in our prognosis and treatment regime. This is analogous to monitoring objectives using PIs and other information.

What impact it had
The diagnostic analogy has been useful in helping to inform the development of information products and an approach to decision-making that goes beyond simplistic consideration of indicator levels and attempts to understand what influences the indicators. A diagnostic / prognostic approach characterises the approach taken to managing performance.

Lessons learned
As suggested by their name, performance indicators are indicative of performance and not definitive of performance. Effective performance management is predicated on rigorous interpretation and understanding that extends beyond the level of indicators.

Contact
For further information, contact Peter Langmead-Jones email Peter.Langmead-Jones@lancashire.pnn.police.uk
21. The Quality Counts Programme

Source: Lancashire Constabulary
Hallmarks: 2 3 4 5 6 7 8 9 10 11 12
Themes: User satisfaction
Roles: Managers & Team Leaders

Introduction
Lancashire Constabulary supports a holistic conception of performance and has been in the vanguard of establishing quality of service within the performance management regime.

What they did
Significant improvements in service delivery (as indicated by improved levels of service user satisfaction) have been achieved by 1) developing an understanding of how to improve performance; 2) revising working practices and 3) developing supporting systems.

What it involved
Several years ago, Lancashire introduced revisions to surveying service users that were subsequently adopted nationally. These changes dramatically improved the analysis of the survey findings and identified the outputs that are associated with high levels of user satisfaction. Despite an improved understanding and relatively high levels of satisfaction, quality of service remained a peripheral consideration in accounting for performance; “what can I do about that?” and “it’s high enough” were regular reactions when the level of satisfaction was discussed.

Initially, the Quality Counts programme centered burglary victims from Blackburn; a more detailed analysis was undertaken and triangulated with focus groups of victims and focus groups police officers and staff. The research revealed a sobering gap between the victim and the constabulary’s views of the services provided. The processes for handling victims were redesigned with a focus on continuity, reassurance and follow-up. The revised approaches with supporting materials were launched in a series of learning events led by senior officers that involved all operational staff and were richly illustrated with the research findings (e.g. video interviews of victims).

Following a critical evaluation of the pilot, the programme was broadened to embrace other service users and was extended across the force. This was accompanied by the development of an information system, Vicman (Victim Management) that prompts for and captures developments in “enquiries” and monitors the follow-up provided to service users. A training programme, dedicated staff, operational information systems and performance monitoring (CF-Probe) have all been introduced to support improved service delivery.

What impact it had
Quality of service has become an integral part of performance management and accountability at all levels of organisation. Significant improvements in the quality of service delivery have resulted in increased levels of service user satisfaction and public confidence in the constabulary. For example SPIs of service user satisfaction: contact, actions, follow-up, treatment and overall have shown an improvement and, as at September 2007 all were the highest levels in the most similar group (MSG) and significantly higher than the MSG average.
The three graphics represent the five user satisfaction SPIs at Constabulary level as at September 05, September 06 and September 07. For each indicator, the Constabulary’s level and confidence interval is represented by the coloured disk with error bars. The boxes represent the confidence intervals for the MSG averages, and are shaded either pink (force is lower than the MSG); grey (no difference between the force and the MSG) or green (force has a significantly higher level then the MSG). The number in parentheses is the force’s rank within the MSG.

Lessons learned

The Quality Counts Programme is successful (as indicated by the levels of satisfaction and confidence) for several reasons including:

- Committed leadership
- Understanding gained from research and critical evaluation
- Carefully measurement of improved outcome indicators
- Clarity about the outputs associated with outcome indicator
- Monitoring of delivering on outputs measuring outputs and outcomes
- Accountability for service delivery
- Supportive systems and structures, refined in response to feedback and understanding

Contact

For further information, contact Peter Langmead-Jones email Peter.Langmead-Jones@lancashire.pnn.police.uk
22. APEX - Force Performance Management Framework

Source: Leicestershire Constabulary

Hallmarks: 1 2 3 4 5 6 7 8 9 10 11 12

Themes: Priority setting

Roles: Executive, Managers & Team Leaders

Introduction

The business process and meeting structure uses the overarching principles of accountability, integrity and transparency ensuring an efficient and effective corporate governance of the business cycle, decision-making processes, policy-making arrangements and corporate records management.

The decision-making regime has been formulated into a hierarchical structure of meetings at strategic, tactical, operational and consultative level. In order to provide consistency with industry and other public bodies, terminology has been adjusted to follow this structure. This has provided a corporate approach with single ownership, reducing the number of meetings and associated bureaucracy, and provided the basis of APEX (Achieving Performance Excellence). APEX sits within a broader corporate governance structure. The Chief Constable chairs the Force APEX meeting, and the Deputy Chief Constable the Performance Delivery Group (PDG). The force has adopted the PPAF domain framework and HMIC key issues as a template for the framework. As APACS is introduced APEX will be adjusted to reflected it.

What they did
- One year action plan developed to tackle poor sickness absence rates
- User satisfaction assessments undertaken where poor performing LPU’s (Local Policing Units) have been identified. They have been required to produce action plans for service recovery
- Service improvement through user satisfaction iQuanta statistics, highlighted an issue of timeliness of burglary dwelling attendance by police officers at the scene
- The Force’s HMIC local priority of answering non emergency calls was monitored through the APEX process
- Robbery in the City centre was highlighted through APEX meetings at both Force and BCU level
- CRAVE (Confidence, Reassurance, Accessibility & Visibility Evaluation) survey undertaken at BCU level
- Neighbourhood Policing priority neighbourhoods were also identified using performance information from MIG (Management Information Gateway)

What it involved
- Poor sickness absence rates – Findings from the one year action plan highlighted data inaccuracies. A team were tasked to map the processes underpinning the system. Findings highlighted an inconsistent policy adoption and this resulted in recommendations for a new single streamlined sickness reporting policy
- Resources were concentrated on assisting the supervision of call handling and ensuring that BCU supervisors and Operational Commanders were being held to account for performance. Monitoring at LPU level identified poorly performing LPUs. Revised procedures for management of incidents were publicised on the force’s intranet
The force’s HMIC local priority of answering non emergency calls was monitored through the APEX process. Additional staff resources/finance were drafted into call management centre in order to improve this area of performance.

Operation Jowl, a robbery operation using BCU resources, was introduced to tackle an upward trend in robberies. Operation Jowl pooled BCU resources (Pro-active team and LPU resources [PCSOs / Neighbourhood Action teams] and deployed them to key areas).

CRAVE survey – for first time, the force completed questionnaires re confidence / reassurance etc at BCU level. The survey was produced through the Management Information Gateway of APEX and discussed at all levels of APEX meetings.

Neighbourhood Policing priority neighbourhoods were also identified using performance information from MIG. Under the force’s move from 4 to 3 BCUs additional Sergeants were allocated to priority neighbourhoods.

**What impact it had**

APEX has brought performance management under one umbrella and as such has made it more accessible as a management tool. It has also provided a recognisable ‘brand’ within the force and as such has contributed to the focus on performance as part of day to day business.

APEX processes have been independently evaluated by the Audit Commission who state, ‘The availability of force data down to LPU level on one central website, providing up to date and accurate statistics has allowed areas to focus much more quickly and closely upon areas of public concern or under-performance against targets and thereby respond swiftly with an appropriate allocation of resources. This has increased capacity to deliver a better more responsive service to the community.’

**Lessons learned**

- Keep your performance management framework simple
- Don’t try to over complicate your processes
- Wherever possible follow existing national structure to ensure local corporacy
- Ensure senior management buy-in
- Data must be readily available, easy to understand and meaningful
- Performance meetings should not over complicate the subject with slideshows being clear and manageable
- Secure buy-in from your Police Authority. (The Police Authority are invited to attend all APEX meetings)
- An acknowledgement process (APEX awards provided at Force APEX meeting) promotes and reinforces the corporate structure, acknowledges good performance and provides a caring process of recognition
- A good meeting chair person is vital to ensure due process and accountability
- Continue to develop local Performance Indicators for specialist departments and also qualitative measures where appropriate. They should all be fed into the performance management framework
- Performance management is not an exact science. It is only as good as the data you put into it and the results you receive. Do not be afraid to test and introduce new areas of performance that have not been traditionally reported upon e.g. custody suite waiting times, ID parade performance, local call management response, enquiry office performance and bailed as % of arrests etc
- Process issues lie at the heart of a large number of performance management issues

**Contact**

For further information, contact Chief Inspector Mark Newcombe – 0116 2482368 mark.newcombe@leicestershire.pnn.police.uk
23. User Satisfaction Improvement

Source: Leicestershire Constabulary

Hallmarks: 2 3 4 5 6 7 8 9 10 11 12

Themes: User satisfaction & Analysis

Roles: Managers & Team Leaders

Introduction

In the 2004/05 Police Performance Assessment the force was graded Fair for the Citizen Focus (CF) domain with Poor for SPI 1c Follow Up. There are five elements against which we judge satisfaction: first contact, action, follow-up, treatment and overall satisfaction. The area in which our customers were least satisfied was that of ‘follow-up’ i.e. being kept informed of the progress of the case. In Road Traffic Collisions (RTC), for example, the force was 8th out of 8 in the MSF. As a result the force commenced a plan in Sept 2005 to address the poor service being provided to victims.

What they did

In order to address the immediate problem we injected resources in to the RTC section to ensure that all the follow up call were made. This was only a short term solution, however we noticed that not only did the level of satisfaction increase for ‘follow-up’ but also for ‘first contact’, even though our corrective action could have had no effect on this. This was important to us because it underlined the accumulative effect of customer satisfaction and the way in which the customer’s perception of adequate service perhaps could be improved upon by subsequent action. Also, the governance regime around performance managing CF issues was developed to provide more accountability, with an ACC as strategic lead and chairing monthly CF performance meetings.

At the same time as the corrective action we engaged a company to map and re-engineer our RTC processes. This identified and subsequently corrected some blockages and inefficacies in performance. This work was so successful that we subsequently engaged the same company to train 10 of our own staff in basic process mapping and redesign.

What it involved

In the short term, the survey methodology was reviewed from which it was found that some non attendant accidents were being surveyed and inappropriately counted in the SPI results. Tactical Support Staff were deployed to ring victims of all RTCs to give them an update in their case, answer any queries and provide general reassurance.

The medium term plan involved reviewing:

- The business processes of the centralised Accident Customer Care Unit, which led to changes to the staffing structure to be able to manage the demand on that unit more effectively at no extra cost
- Across all crime types, audits of compliance with the Victim Code were introduced and the crime system was enhanced to give officers a prompt that an update to a victim was due
- A Service Improvement Team was created to challenge force processes which were not CF friendly
A call back bureau was also established to obtain early feedback from victims of issues that were of concern and which could be dealt with by business recovery.

Focus groups with victims have been supplemented by one to one research with dissatisfied victims to understand the causes of their concern.

What impact it had

- In 2005/06 the Police Performance Assessments assessed the force in CF as Good and Improved
- RTC follow up has improved from 59% in 2004/05 to 72% in 2006/07

Lessons learned

The improvement has been the result of a package of measures including:

- Mainstreaming CF within the force performance regime APEX with a strategic lead from an ACC
- Improved data analysis
- Investment in resources
- Changes to business processes and
- improving accountability at all levels within the force including down to officer level

Contact

For further information, contact Chief Inspector Mark Newcombe – 0116 2482368 mark.newcombe@leicestershire.pnn.police.uk
24. “PlanWeb” - a cross-agency mapping tool

Source: Lincolnshire Police

Hallmarks: 2 3 4 6 7 8 10 11 12

Themes: Efficiency, Partnerships & Analysis

Roles: Executive & Managers

Introduction

In 2006 the Crime and Disorder Reduction Team (CDRT) was formed. The team, led by a seconded Superintendent is based within the County Council and co-ordinates and monitors the multi-agency work resulting from the Local Area Agreement.

It quickly became apparent that the agencies lacked the necessary tools to analyse community issues. Analytical staff, including police neighbourhood analysts and local authority CDRP analysts, needed a visual tool that enabled analysis of data from a number of agencies.

Lincolnshire Police were limited in their capacity to map data due to the age of the crime system currently in use. This had been partly addressed in 2001 when the Force started to supply crime data to the council as part of the Jupiter project (which uses MapInfo to visually represent crime and incident data). However, this did not allow the flexibility of access that was required. The geographical hierarchy on the force crime system (based on beat areas) was also not suitable for the Neighbourhood Policing Areas as the two were not co-terminous.

What they did

Lincolnshire County Council had developed a mapping tool (PlanWeb) that incorporated data from various departments within the Council as well as Fire & Rescue and Lincolnshire Primary Care Trust.

The tool is accessible via a secure website and contains a variety of maps including Ordnance Survey (to street level) and aerial. Each agency can add metadata as map layers to overlay onto the maps. This metadata can include agency boundaries. Through the CDRT the force negotiated free access to the site in exchange for regular updates of police data. The force was also able to supply a map layer of the Neighbourhood Policing Areas.

What it involved

Because the force and council already had a Data Sharing Protocol in place is was possible to load crime data onto the site immediately.

The data is cleansed to prevent any potential breach of Data Protection and is currently updated on a monthly basis. However, technical development is ongoing to use the force’s daily extract of Crime and Incident data for National Management Information System (NMIS) to feed into PlanWeb as well.
What impact it had

- Access to mapping software free of charge across the force
- Cost savings in terms of resources required. Introduction of the automatic data link using the NMIS extract will save approximately 8 hours work a month. We are currently helping Lincolnshire County Council with their business case to achieve .gsi status. Once this has been achieved and we can implement the electronic link, the cost savings will be realised
- Consistent, accurate and timely data available to all partners
- Cost savings in 2007/08 of at least £50,000 as a result of the Neighbourhood Policing Area map layer being available on PlanWeb (alternative would have been to change the geographical hierarchy on source systems)
- The tool is accessible via a secure Internet website, with unlimited concurrent users
- It is based on MapInfo software, which is familiar to the force
- OS maps, street maps and aerial photography are available. Historic maps are also included to enable comparison of change over time
- MOSAIC data is included – MOSAIC is a consumer segmentation product, which classifies all UK households into 11 groups, 61 types and 243 segments and is updated every year. It creates a picture of UK households in terms of their socio-demographics, lifestyles, culture and behaviour. This information can then be used by us to identify the needs of each group. It is particularly useful for Neighbourhood Policing Teams in terms of understanding and accessing their community
- We can add our own map layers, enabling us to create boundaries to suit our needs (such as Neighbourhood Policing Areas and ‘virtual’ areas for specific needs such as the Lincoln Business Improvement Group)
- Opportunity to identify links between data sets (e.g. crime and drug treatment)

Lessons learned

- A commitment from all agencies is necessary to fully capitalise on this product
- Problems with obtaining a secure IP address at the council has delayed development to implement the electronic transfer of data. The recipient of the data (in this case Lincolnshire County Council) was not part of the .gsi network and it was therefore not possible for them to link to a police network. The application process to obtain the necessary type of address (.gcx) is a lengthy one, which would have been started earlier if the problem had been known at that point
- The force started accessing PlanWeb before development was complete, with some areas not fully functional or accessible. This has affected the system’s credibility slightly and with hindsight we would have delayed the launch until the site was more fully functional

Contact

For further information, contact – Julie Hogan, Performance Manager at Julie.hogan@lincs.pnn.police.uk – 01522 558297
25. Establishment of Customer Service Desks

Source: Merseyside Police

Hallmarks: 2 3 4 5 6 7 8 9 10 11 12

Themes: Efficiency, User satisfaction & Support departments

Roles: Managers & Team Leaders

Introduction

The work surrounding the introduction of the Customer Service Desk (CSD) came against a backdrop of a Neighbourhood Policing review, a renewed focus upon performance and in line with a Proof of Concept Project within Liverpool South BCU. The aim of the work was to identify and manage demand and to improve the quality of service provided to the public.

The BCU looked at all the processes within volume crime from call management and deployment through custody and crime recording to interactions with the CJS. They then prioritised areas for improvement based on the local need and biggest performance impact.

The key area for improvement identified was calls to service. Calls to the police were graded 1-3 according to severity, with target response times of 10 minutes, 1 hour and 24 hours respectively. Initial assessments revealed that actual response rates lagged, with only 80%, 64% and 87% of actual response times meeting the target, respectively.

A series of unexpected policy consequences had combined to form a vicious circle of significant performance challenges. Officers, rightly, focused on the more important calls and deployment practice reflected this. Consequently, grade 3 calls received poor customer service. Call-handlers found themselves upgrading some grade 3 to grade 2 calls, therefore, to ensure better service, which meant a disproportionately high volume of calls classified as grade 2 and requiring a response within 1 hour.

What they did

A project team focussed upon a three stage approach: research, plan and implement.

The research identified areas for improvement within the process of call management and the grading of calls. The solution involved clear accountability, performance management a focus on correct grading and the introduction of CSD.

In the case of call to service, the BCU implemented a number of solutions that included (i) refining the call grading system to ensure calls were properly graded, (ii) force wide roll out of guidance to call handlers, and (iii) introduction of customer service desks. This included one initiative of officers on restricted duties taking some responsibility for the grade 3 calls. (One such officer was unable to drive, but went out to meet with grade 3 callers by bike.)

What it involved

The Quest approach is outlined in the main guidance document and in a case study from Suffolk.

There were three months of detailed analysis for Calls for Service (CFS) around the grading process. The research identified the fact that 40% of grade 2 calls should have been grade 3 calls. This meant that we could manage response more efficiently and in a manner that suited the member of the public, i.e. appointments.

The implemented solution incorporated the following:

- A clear citizen focus approach concentrating on the public’s need
A structured approach with practical tactics including:

- A twice-weekly meeting with the Superintendent Ops Support, Control room Inspector, Customer Service Desk Manager and Critical Incident manager. The meeting looks at resourcing issues, operational issues and calls for service performance for the previous few days and the following days before the next meeting.
- Exception reporting on a shift basis that covers performance and incidents of note. This is in the format of proforma reports.
- An appointment system for grade 3 calls based upon the customers needs and in line with National Standard for Incident Recording (NSIR) and National Crime Recording Standard (NCRS). A Nominated Officer is ring fenced daily for this work and is deployed by the CSD.
- If the police are not the relevant agency the incident is referred to the correct one.
- All quality of life incidents, even if dealt with by the CSD, are then forwarded to the Neighbourhood Inspector and Dedicated Officer for follow up and to link into the NIM process as Community Intelligence.
- A monthly performance report covering the Critical Incident Manager, the dip samples of incidents they complete to ensure quality of service and calls for service performance. This is produced for the Superintendent Ops Support. The Control room Inspector also conducts dip samples of logs on a regular basis to ensure appropriate grading.
- A daily performance report for the BCU Command Team.

What impact it had

The impact has been sustained improvement in calls for service performance and confidence and satisfaction targets. A performance report is attached at Appendix A.

The volume of grade 2 calls dropped from 44% to 25% and grade 2 call response performance increased from 66% to 95% (February 2006 – February 2007). There was also a marked increase in customer satisfaction, following the appropriate focus on grade 3 calls.

On completion of the project in Liverpool South BCU, Merseyside decided to roll the improvements out force-wide and is now witnessing significant performance improvements and culture shift across the whole force.

Lessons learned

- Sufficient research needed to understand and identify the processes and issues.
- The inclusion of service delivery staff in the project team to clearly identify the issues and then to promulgate the solutions. This helped bridge the gap between good strategies and service delivery.
- Clear accountability.
- A citizen focus approach – the public being at the centre of what is to be achieved.
- Performance focus.
- Leadership and daily focus by key leaders on the issues that count.
- A clear communication and marketing strategy to explain the changes and the goals.
- The Quest approach can be applied to all elements of operational policing. Forces should plan to sequence improvements over a medium term timescale and dedicate support to building momentum and capability.
- The best ideas for improving productivity come from the front-line.
- Pace and purpose is critical.

Contact

For further information, contact Chief Inspector Helen Cooney email Helen.o.cooney@merseyside.police.uk.
1) Total Calls For Service

After a dip in calls for service (grades 1, 2 & 3) over the winter period the year has seen a steady increase back to similar levels as August last year.

The percentage distribution of these calls between grades has remained roughly consistent throughout the period.

2) Attendance at Scene

Attendance for Grade 1 CFS has been consistently high at, or close to 100% each month.
Attendance at scene for Grade 2 CFS, has remained consistently around the 98% mark throughout the year with a lowest monthly average of 97.5% in September 2006.

Attendance to scene for Grade 3 CFS has ranged between 31.4% and 43.4% and reflects the percentage of such CFS that have been dealt with by other means usually via the Customer Service Desk.

Time to scene for Grade 1 CFS has been consistently between 5 minutes and 6.7 minutes as a monthly average throughout the period. This gives a percentage against target of between 94.9% and 97.6%. The target is attendance at scene within 10 minutes of original receipt of the call.

Grade 2 CFS has been consistently between 25.8 minutes and 39 minutes against a target of 60 minutes from original call for service. This gives a percentage against target between 89.22% and 95.33%.

Grade 3 CFS, where attendance at scene is deemed necessary resulted in performance against target between 87.9% and 99.6%. The target being within 24 hours of original call for service.
The Force target in Grade 1,2 & 3 is to exceed 90% of incidents attended within target times.

3) Open Logs

Open logs are monitored by taking a once daily (Monday to Friday) snapshot of open incident logs, on the BCU’s designated Altaris dispatch groups. The number of dispatch groups has been reduced by 1 during the period under review.

The daily average for August 2006 was 89 open incidents

The daily average for August 2007 was 86.5 open incidents.

The above sample has been taken using a small sample of days but appears to be typical for the whole 12 month period with the one exception of ‘Mischief Night’ 30th October into 31st October.

The target for open logs is 113 which has never been exceeded, with the one exception mentioned above, and the BCU has consistently been found to be well below the target.
26. Merseyside Criminal Justice Board “Quantum Meeting”

Source: Merseyside Police

Hallmarks: 2 3 4 5 6 7 8 9 10 11 12

Themes: Partnerships

Roles: Executive & Managers

Introduction
The Merseyside Criminal Justice Board (MCJB) was required to improve criminal justice processes and performance in respect of end to end processes across a number of CJ agencies. The aim was to provide a single performance meeting for all CJ agencies during which critical CJ indicators/processes could be monitored and addressed on a cross agency basis.

What they did
The MCJB under the Chairmanship of the Chief Constable introduced the monthly Quantum Meeting. The meeting consists of a scrutiny panel comprising the Chief Officers of the Police, Crown Prosecution Service, Her Majesty’s Courts Service, the Probation Service, the Prison service, a Youth Offending Team Manager and a Local Authority Chief Executive.

Chief Officers of the MCJB meet formally with leaders of CDRPs twice a year. A Chief Officer of one CDRP sits on the Quantum Board and CDRP members attend each Local Delivery Group.

There are 4 inter-agency Local Delivery Boards, whose membership reflects the MCJB, chaired by Area Chief Superintendents. The Delivery Board members all attend Quantum and answer questions in respect of their performance posed by the Chief Officers.

What it involved
The process is in effect a multi-agency ‘Compstat style’ meeting for Criminal Justice. The meeting is supported by the provision of a comprehensive data set and analysis that is provided to the Local Delivery Boards with a list of proposed questions prior to the Quantum meeting, thereby allowing the Boards to provide adequately prepared responses. However, Chief Officers are free to ask searching and detailed questions.

Actions generated from the meeting are tasked to appropriate and multi-agency resources from within the attendees.

The meeting is also able to receive relevant presentations and consider multi-agency responses to problems.

What impact it had
- Performance improvements across a range of CJ indicators
- Improved process compliance
- A greater inter-agency team approach to process improvement and problem solving
- Greater inter-agency co-operation/cohesiveness
The instigation of new projects in respect of key areas identified by the provision of data. (e.g. Race and Hate Crime Project)

Greater control over end to end CJ performance

Lessons learned

- Needs ‘buy-in’ from all agencies, particularly at Chief Officer level
- ‘Compstat style’ process already embedded in Merseyside Police culture but viewed with wariness by other agencies initially
- Meetings need to be carefully managed – they need to be challenging but supportive
- Opportunities to improve performance through use of local targets and measurement
- The process helps to develop understanding of how processes impact on others
- Requires comprehensive performance data at both Area and Local Delivery Board level
- Meeting structure assists greater ‘networking’ and shared responsibility for performance

Contact

For further information, contact – D/Chief Superintendent Mike Baines, Professional Standards Dept, 0151 777 3300.
27. BCU: Performance Management Framework

Source: Merseyside

Hallmarks: 2 3 4 5 6 7 8 9 10 11 12

Themes: 

Roles: Executive & Managers

Introduction
The force identified that whilst monitoring BCU performance regularly, they were not readily able to identify and understand policing activities that may be influencing performance. They therefore focused on improving this. Additionally, there was very limited identification and sharing of good practice.

What they did
The force has altered the structure of the BCU performance meetings to include predictive analysis, including temporal analysis and geo-mapping, with tactical inspection activity conducted around identified risks as well as the regular monitoring of ‘enabler’ activities. A comprehensive quarterly review process built around the Going Local 3 (GL3) framework supports this process.

What it involved
At the start of the month every BCU Command Team (senior management team) attends a performance meeting, chaired by Assistant Chief Constable responsible for Operations. The meeting focuses on:

- Examining the previous month and year to date performance against the previous year and target, predictive analysis is used to identify emerging and approaching risks. MSF (Most Similar Force) and MSBCU (Most Similar Basic Command Unit) comparisons are made to provide context and opportunities to visit better performing BCUs
- Prior to the meeting, emerging (or continued) risks are identified and tactical inspection activity has been undertaken around specific crime categories; this includes checking National Intelligence Model (NIM) meetings, processes and accountability frameworks
- Front-line officer understanding is checked through visits to shift briefings and personal interviews. Compliance checking and quality assurance of investigative activity is also carried out through dip sampling crime investigations, good practice being shared through the meeting
- Forensic scene examination results and forensic package management is also scrutinised
- Real-time operational reviews are also undertaken, involving plain-clothes staff patrolling the crime areas at key times, to visibly audit policing activity from a community impact perspective

Towards the end of the meeting, a consensus is reached amongst BCU Commanders as to the level and direction of support requested at the monthly Level 2 Tasking and Coordinating Meeting.

- A thorough BCU Quarterly Review process complements this performance regime. A pre-inspection self assessment, using questions taken from the GL3 handbook, is tested by an inspection team, through attendance at key meetings, briefings and interviews.
The ACC’s inspection day follows a clear agenda, including Command Team updates on the previous quarter’s action plan along with current and anticipated performance risks. Presentations from, and interviews with key staff and focus groups inform the findings from the day as well as preparing staff for genuine Going Local 3 inspections.

The findings from the inspection are produced in the format prescribed in the Going Local 3 Handbook, ‘positive’ and ‘area for improvement’ bullet points being captured within the relevant domains. There is a requirement for the BCU to develop an improvement plan, which informs the basis of the following review.

This continually evolving process not only examines performance information such as officer productivity and custody data, but also conducts qualitative assessments to improve service delivery, such as enhancing statement and investigation quality.

**What impact it had**

In the twelve months since the adoption of this approach there have been significant reductions across all volume crime categories compared to the same period last year. For the period April to August 2007, every volume crime category is at least 17% better than the same period last year and at their lowest level for at least four years. Similarly, sanction detection performance has significantly improved, with all volume crime categories better than target.

**Lessons learned**

A significant benefit to the organisation has been that it has generated a new approach to understanding performance at BCU level. Greater scrutiny is applied to examining those activities that influence volume crime performance as well as a much higher awareness and degree of quality assurance and compliance checking across reduction and investigative activity.

**Contact**

For further information, contact Supt Mike Edgley Head of Performance Improvement Unit, Tel: 0151 777 8149.
28. Linking force corporate planning cycle with that of the Local Authority

Source: Northamptonshire Police

Hallmarks: 1 2 3 4 5 6 7 8 9 0 1 2

Themes: Partnerships and Priority setting

Roles: Executive & Managers

Introduction
Northamptonshire Police has aligned local performance systems and corporate planning processes with the county Local Area Agreement (LAA) process.

What they did
To achieve more integrated planning and delivery with partner agencies, the force:

- Placed the force senior manager responsible for corporate planning for two days per week into the county’s partnership Local Area Agreement Office
- Developed a regular briefing model to support Chief Officers, Area Commanders and the Police Authority
- Was active in developing and running multi-agency workshops to prepare for the new LAA2 arrangements, discussing local performance priorities for the county and identifying the evidence base for these priorities

What it involved

- Getting much closer to the planning and policy work of the partnership, to maximise Force participation and contribution
- Taking a pro-active leadership role to shape the developments across the LAA agenda – an ‘us’ rather than ‘them’ approach to the LAA

What impact it had
The LAA Office placement has significantly improved communication and ensured opportunities to input into the development of the Sustainable Communities Strategy and other key planning documents.

Better alignment has been achieved across performance targets and performance action plans.

Effective briefing across LAA issues has enhanced Chief Officer and Police Authority understanding and engagement with the LAA processes.

“Has been a very real success not only from the partnership perspective, but also from bringing about a far better understanding and awareness of the police’s organisation and structure, culture and ways of working. It has helped lead and support on a number of key initiatives - such as performance and knowledge management, community cohesion, engagement and consultation - and facilitated a higher level of integrated strategic planning and policy development than would have been otherwise been anticipated. As a model of future working, LAA partners can learn a lot from this very positive experience” - Peter McLaren, LAA Manager
“There have been some real positive benefits in terms of improved understanding and communication between the LAA office and ourselves. This has meant we are working closer together in a meaningful way and is bringing alive the often quoted ‘working in partnership’. This will have positive outcomes for our communities within the county of Northamptonshire.” - DCC Davina Logan, Northamptonshire Police.

“This has enabled partners to work together in a meaningful way to deliver positive outcomes for Northamptonshire”. - Deirdre Newham, Chair of Police Authority

Lessons learned
The placement worked well because it maximised linkages between force corporate planning and performance management and the developments across the LAA partnership. A full-time secondment may not have had the same impacts. A success factor was the secondment of a senior role that already had developed contacts with Chief Officers and the Police Authority.

Contact
For further information, contact Iain Britton 08453 700700 ex8311.
29. Establishment of three process groups, each focusing on a different area of performance management

Source: Northamptonshire Police

Hallmarks: [ ]

Themes: Risk Management

Roles: Executive & Managers

Introduction
The Force had one process group with a remit covering all aspects of performance improvement. It is difficult with one meeting process to allocate appropriate time to the various components of effective performance management, and often results in a process that focused heavily on reviewing recent operational performance and holding BCU/Department Heads to account.

What they did
Recognising this, the force created two new process groups in 2006:

- **The Improving Performance Group (IPG)** was created with a remit focusing on compliance and process improvement activity.
- **The Force Strategic Improvement Group (FSCRG)** was formed to look at long-term performance risks and to develop sustainable solution options.

The original Managing Performance Group (MPG) remains as an accountability process and to resolve short to medium term performance risks.

What it involved
- Providing each group with clearly defined terms of reference
- Providing the Chair with sufficient support to manage each meeting process effectively
- Enabling each process group to refer identified issues to other performance groups where required, so that each process can stick to its remit

What impact it had
Having the IPG and FSCRG has enabled a more streamlined and corporate approach to operational policy development, thematic reviews of performance issues, e.g. drugs review, development of youth strategy, developing partnership approach to violence reduction. It has also provided the opportunity for a better understanding of the context/long-term pattern of performance.

It has provided structure and control to process improvement activity, offering appropriate opportunity to look at process performance rather than just the traditional output/outcome focus.

It has also formalised the process of identifying long-term performance issues and developing solutions that often involve working with or influencing Partners.

Lessons learned
Actions from each meeting process needed to be cross-referenced to identify links and avoid double tasking.

Contact
For further information, contact Iain Britton 08453 700700 ex8311.
30. Establishment of partnership team to diagnose performance issues

Source: Northamptonshire Police

Hallmarks: [Blank]

Themes: Risk management, Partnerships & Analysis

Roles: Executive & Managers

Introduction
Northamptonshire Police, working with partners, has led on the development of a partnership team to analyse data, diagnose performance issues and support partnership strategy and delivery.

What they did
The ComPaSS partnership is not just a data sharing process, nor is it simply about analysing partnership performance. The partnership identifies future partnership risks (through performance review, evaluation, research, predictive modelling and scanning); diagnoses risks, identifying key factors and developing a richer picture; provides evidenced options to address risks; supplies information and monitoring to support partnership operational delivery; and evaluates to make a difference to future delivery by building a repository of good practice that can be shared across partnerships.

What it involved
ComPaSS delivers to all of the countywide and district safer and stronger partnerships across the county, through:

- Effective communication that is clear, accessible and geared to the technical capabilities of the audience
- The ability to ‘look across’ and integrate information
- Close working relationships, through a structure that ‘embeds’ ComPaSS into partnerships and develops close relationships with key stakeholders
- Engaging and supporting across the strategic and delivery structures of the partnerships
- Technical expertise, drawn from across partner agencies

Funding has been pooled and the team is staffed from a range of agencies line managed by force staff.

What impact it had
ComPaSS has significantly improved the focus of partnership working, challenging partnership working to be evidence-led and holding partnership agencies more clearly to account.

All partnerships now supplied with regular performance information and bespoke problem-solving support into CDRP thematic action groups. Partnerships have a better-informed and in-depth understanding of their work and impact.
Lessons learned

- Developed in the right way, partnership performance analysis resources can actively drive partnership working, rather than simply monitoring it.
- There is significant added value to be achieved from sharing data.
- Models of analysis delivery that step beyond producing performance data through to diagnosis and solution development are most effective.

Contact

For further information, contact Matt Chester 08453 700700 ex 2573.
31. Northumbria Police Strategic Management Framework

Source: Northumbria Police

Hallmarks: 2 3 4 5 6 7 8 9 10 11 12

Themes: Executive & Managers

Introduction
At the start of 2006 Northumbria Police introduced a Strategic Management Framework (SMF) alongside a Corporate Performance Management Framework (CPMF) [see case study 33].

The SMF provides a graphical presentation of how the force priorities link to service delivery, performance improvement and outcomes. Both frameworks bring clarity to the force’s planning process and supporting structure, providing a visible overview of how the force’s strategic aims are delivered. Ultimately, both the SMF and the CPMF clearly demonstrate why we do what we do, demonstrating to the force, the public and scrutinising bodies a very clear sense of direction and leadership within Northumbria Police.

What they did
The SMF sets out how the vision and the strategic aims of the force will be:
- delivered through ‘Total Policing’, including effective leadership, the National Intelligence Model, partnership working and training and development
- monitored against the Policing Performance Assessment Framework (PPAF) and the HMIC Baseline Assessment
- turned into outcomes which demonstrably impact on crime and disorder, service delivery and increased trust and confidence
- underpinned and managed by the Corporate Performance Management Framework

What it involved
Significant though both the SMF and CPMF frameworks are, it is the way that they are embedded within the organisation that is key to performance.

The PDR system will reflect the priorities and performance set out in the SMF for the 2006-7 year. Staff are able to link activities to local targets and force priorities.

A revised business planning process has been introduced, supported by an electronic planning database. Area Command and Departmental activities must be linked to force priorities and PPAF domains. Analysis of activity by domain or priority can then be conducted and compared with quantitative performance information from systems such as iQuanta.

A departmental performance regime has also been introduced to support business planning. The new database provides statistical information to support the process. Performance information and risk management both provide inputs for the business planning year and the management of business plans then provides new risks and real-time performance information.
A Corporate Plan has been developed to provide a force-wide business plan, setting out how the force will address strategic priorities. The Corporate Plan also allows the monitoring of actions, increases accountability and ensures more focussed delivery of business priorities.

Major force activity is delivered through a departmental or area command business plan and, rather than being an additional plan, the Corporate Plan is a 'virtual' plan. Within the new Business Planning Database, departments and area commands can ‘flag’ those items that contribute to the Corporate Plan, allowing monitoring directly through these local plans. Should it be required, a stand-alone Corporate Plan can be created by extracting the relevant items from local plans.

**What impact it had**

- Both the SMF and CPMF have underpinned delivery of force objectives and can be considered to have improved performance and service delivery:
  - Total Crime continues to fall in Northumbria with a reduction of 9.2%, from 142,122 crimes in 2004/05 to 129,070 in 2006/07. As of October 2007 total crime had reduced by 15.1% compared with the same period last year (April to October).
  - Sanction detection rates have increased from 25.2% in 2004/2005 to 37.5% in 2006/2007.
- Success in the area of performance management has been recognised by HMIC in Baseline Assessment: The force received an ‘Excellent’ grade in 2006 and 2007.
- Use of performance management within BCUs and departments has informed decision-making processes from the development of strategic Business Plans to individual aims and objectives allocated through PDR.

**Lessons learned**

- The production of a Strategic Management Framework and its distribution in poster format has provided a very ‘iconic’ management tool which is displayed by most managers in the Force.
- Local equivalents (at department level) have been produced in some cases to further the model.
- There is need to define the roles of support departments and activities in helping to deliver front-line objectives again aiding performance (e.g. IT doesn’t exist for it’s own sake – it ultimately helps us make communities safer).

**Contact**

For further information, contact Dr Mark Wood, Corporate Planning Manager
Tel: 01661 868340
Email : mark.wood.4040@northumbria.pnn.police.uk
32. “The 2020 Vision” - Communicating force vision

Source: Northumbria Police

Hallmarks: 1 2 3 4 6 7 8 10 11 12

Themes: Priority Setting

Roles: Executive, Managers & Team Leaders

Introduction
The vision of Northumbria Police is to build trust and confidence in the community and reduce crime and disorder.

Effective leadership and communication at all levels of the organisation ensures that every member of staff continues to build on the strength in delivering efficient and professional policing services.

The ‘Total Policing’ philosophy puts the perspective of the citizen first and principles of integrity and high-quality service delivery enshrined in six ethical principles:
- Attentive - by listening to communities
- Responsive - by responding to needs of communities
- Reliable - by not letting people down
- Skilled - by having staff with the right tools and abilities to do the job
- Polite - to the public
- Fair - at all times in carrying out our duties

What they did
In February 2007 Northumbria Police embarked upon a programme of change, and undertook an initial assessment of corporacy at the highest level in the organisation and sought external expertise to support the process. The Corporate Decision Making Review (CDMR), examined the force decision-making structures and processes to ensure they are fit for purpose in setting the strategic direction of the force and effective in the delivery of business change.

Through engagement and consultation with senior managers, the force 2020 Vision was created. The vision articulated the Values and Strategic Aims for the force and the processes for ensuring they are cross-referenced with actions arising from the force Strategic Assessment and business planning process, thereby ensuring that all force activity is monitored.

The 2020 Vision was launched at the force conference in September 2007 and was supported by information published on the force Intranet and the internal publication Grapevine Magazine. A 2020 Vision document will be circulated to staff and further communication delivered in accordance with the force Corporate Communications Strategy.

What it involved
The 2020 Vision is achieved through:

i) **Vision**: The current force vision, “To build trust and confidence in the community and reduce crime and disorder”, will be maintained as the 2020 Vision.
ii) **Values:** The 2020 Vision will be underpinned with the values of most importance: Leadership, Communications and the Ethical Principles.

iii) **Strategic Aims:** In support of the 2020 Vision, the following strategic aims have been formulated to allow all current and planned Force activity to be managed within a robust structure:

**People:** by creating a culture which promotes empowerment, innovation and continuous personal development to ensure that we maintain a diverse, responsive and flexible workforce.

**Communities:** by working with individuals and communities to deliver accessible local policing services, which identify and respond to local policing priorities and provide support during major incidents.

**Information and Intelligence:** by using intelligence to focus on the activities of criminals, and develop our capacity and capability to deal with major incidents, serious and organised crime and terrorism.

**Justice:** by working quickly and effectively to prevent and detect crime, bring offenders to justice and protect and support victims, witnesses and the public.

**Partnerships:** by promoting opportunities for effective partnerships, ensuring alignment of service delivery and shared accountability.

**Innovation and Technology:** by ensuring Northumbria Police is equipped to exploit the opportunities in science and technology and deliver effective policing as part of a modern and respected criminal justice system.

**Sustainable Development:** by integrating the principles of responsible environmental management and sustainable development into our strategic planning and day to day activities.

**Value for Money:** by providing services that deliver maximum value for money to the public.

**What impact it had**
- Crime reduction in Northumbria continues with a reduction of 9.2% since 2004/2005
- Sanction detection rates have increased from 25.2% in 2004/2005 to 37.5% in 2006/2007
- Almost 3,000 fewer people were victims of crime
- Overall crime fell by 2.2%
- Almost 7,000 more arrests were made – up 7.5%
- Almost 6,000 more offences were detected – up 12.8%
- Percentage of offenders brought to justice – up 11.1%
- Arrests up 16.2%
- A number of high profile campaigns including 'The Party’s Over' which saw arrests for drunkenness offences increase by 31%, and Operation Wipeout which saw a reduction in criminal damage offences by 18%
The End the Silence campaign focussed on victims of Domestic Violence and Operation Payback tackled organised criminals with asset confiscation and money laundering legislation.

The effective delivery of workforce modernisation

An increase in public confidence and all efficiency targets achieved

**Lessons learned**
The force recognized that to direct all officers and staff effectively, the need to have a clear vision for policing which could be understood and articulated by local leaders reinforcing the 'Total Policing' philosophy was necessary.

The 2020 Vision has enabled 'Total Policing' to be a brand which is understood by the people of the organisation, partners and communities alike. Through effective media interaction with a strategy designed to maximise the exposure of the Total Policing concept, the philosophy of leadership and ethical principles provide a set of strategic aims and values to drive excellence in service delivery.

The 2020 Vision reinforces the 'Total Policing' ethos that all officers and police staff share the same goals and aspirations to make Northumbria a safer place to work and live.

**Contact**
For further information, contact Supt Andy McDyer, Corporate Development Department
Tel: 01661 868903
Email: andy.mcdyer.7093@northumbria.pnn.police.uk
33. Corporate Performance Management Framework

Source: Northumbria Police

Hallmarks: 2 3 4 6 7 8 9 10 11 12

Themes: Personal performance & Priority setting

Roles: Executive, Managers & Team Leaders

Introduction

A Corporate Performance Management Framework (CPMF) was introduced to Northumbria Police in October 2005 to support the Force’s ‘Total Policing’ approach.

The CPMF provides the structure to support and manage service delivery and performance improvement. It outlines the accountability mechanisms for all levels of the organisation, clearly showing the link to individual officers and staff. This in turn provides a structured approach to the management of performance across the force, ensuring that all leaders within the force focus on performance. Whilst recognising the need for local discretion in respect of performance management arrangements, the force understood that minimum standards and procedures should be in place to ensure that a corporate approach was adopted in Basic Command Units and support departments.

What they did

The CPMF is divided into four distinct areas:

- Performance management arrangements at a force / strategic level.
- Local performance management arrangements at BCU or department level.
- Sources of information to support the CPMF.
- Tools and methodologies to support the CPMF.

A fundamental element to the corporate approach is the requirement to monitor performance and activity at an individual officer level through Performance Development Review (PDR). The CPMF ensures that the Force Strategy, Corporate Plan, Local Policing Plan and Business Plans are adhered to, and exceptions against agreed tolerances are managed effectively. Performance covers the breadth of the Policing Performance Assessment Framework (PPAF) and also includes local measures contained within Business Plans.

What it involved

Northumbria Police recognised that there were good examples of performance management arrangements locally and it was not the intention to replace this good work. Establishing the corporate framework involved:

- A review of the strategic meeting structure
- Promoting minimum standards and processes to ensure a corporate approach to performance management
- Establishing a corporate approach to the use of data sources and performance monitoring
- Applying appropriate tools for continuous development
What impact it had

- A key outcome of the CPMF has been improved performance and service delivery:
  - Total Crime continues to fall in Northumbria with a reduction of 9.2%, from 142,122 crimes in 2004/05 to 129,070 in 2006/07. As of October 2007 total crime had reduced by 15.1% compared with the same period last year (April to October).
  - Sanction detection rates have increased from 25.2% in 2004/2005 to 37.5% in 2006/2007.
- Success in the area of performance management has been recognised by HMIC in Baseline Assessment: The Force received an ‘Excellent’ grade in 2006 and 2007.
- Use of performance management within BCUs and departments has informed decision-making processes from the development of strategic Business Plans to individual aims and objectives allocated through PDR.

Lessons learned

- An effective CPMF should be underpinned by a robust performance meeting structure, both at strategic and local level
- Performance should cover the breadth of the PPAF but also include local performance measures contained within Business Plans
- In order for the CPMF to be effective it is important that the tools and systems are available to support it

Contact

For further information, contact Mr Paul Gooden, Corporate Development Manager
Tel: 01661 868342
Email : paul.godden.4812@northumbria.pnn.police.uk
34. Inspections of Support departments

Source: Northumbria Police

Hallmarks:

Themes: Support departments

Roles: Executive & Managers

Introduction

Northumbria Police has an established history conducting basic command unit (BCU) inspections. The force has adapted Her Majesty's Inspectorate of Constabulary’s (HMIC) Going Local Inspection framework to provide a structure for these inspections. Coupled with the force’s Chief Officer Review process, BCU inspections have secured continuous performance improvement and maximised the efficiency and effectiveness of the six BCUs.

Significantly, BCU inspections have also helped ensure that the Force has been fully prepared for HMIC’s Going Local inspections.

An extension to the inspection remit to cover support departments was agreed in January 2007. This change ensured that support departments fully supported the force’s Total Policing approach and were incorporated into the Corporate Performance Management Framework, being held firmly accountable for their performance.

What they did

The aims of the department inspections are:

- Promoting effective leadership
- Disseminating good practice
- Identifying inefficiencies
- Making recommendations to enhance performance
- Strengthening the capacity for self-improvement

What it involved

The methodology developed for the inspection of headquarters departments comprises five basic stages: (1) Desk top review of performance, (2) Self assessment, (3) Consultation with key stakeholders, (4) Risk assessment and (5) Fieldwork.

Each inspection is bespoke. Nationally, inspection activity has moved to a more intelligence-led, risk assessed approach and this approach has been adopted locally by Northumbria Police. The inspections of support departments however all appraise key aspects of corporate governance.

Evidence informing the inspections is gathered from various sources, including interviews with the Senior Management Team (SMT) and other key personnel, focus groups with service deliverers and observation of practice. Validation is achieved through triangulation of findings, ensuring that strengths, work in progress and areas for improvement are appropriately evidenced. Recommendations and areas for improvement are incorporated into department Business Plans.
What impact it had

Inspections of support departments commenced in January 2007 and outputs include:

- A detailed report of findings, identifying strengths, work in progress and areas for improvement
- A formal debrief by the Deputy Chief Constable
- An action plan, which is monitored and reviewed by the specific department through the business planning process and by Corporate Development Department on a quarterly basis

The inspections have formalised accountability mechanisms for support departments, ensuring that Senior Managers are fully focussed on the force's strategic vision, performance and service delivery.

Lessons learned

Northumbria Police’s department inspections are continually evolving in response to experience, formal evaluation and informal observations of the process. A formal evaluation is undertaken at the close of each inspection to ascertain which aspects of the inspection worked well and where improvements could be made.

Key lessons learned:

- Department inspection programmes should be linked to external inspection regimes and therefore be flexible
- Department inspection methodologies should be standardised but also include a bespoke element, tailored to the service of the specific department
- Chief Officer support is required to drive forward action plans and ensure robust accountability

Contact

For further information, contact Chief Inspector Paul Orchard - Corporate Development Department
Tel: 01661 868046
Email: paul.orchard.7856@northumbria.pnn.police.uk
35. Sunderland BCU Commander’s “contract” with his team

Source: Northumbria Police
Hallmarks: 2 3 4 5 6 7 8 9 10 11 12
Themes: Personal performance
Roles: Managers & Team Leaders

Introduction
Sunderland Area Command consists of approximately 900 police officers and staff working from 5 separate police stations. On taking up the post, the Area Commander became aware that the staff wanted their senior management team to be more visible and accessible.

What they did
A “Statement of Visible Leadership” was drawn up to ensure existing, and any new, members of the senior management team committed to a philosophy of strong, visible and accessible leadership. This statement was supported by a number of actions.

The aims were to promote a culture of professionalism, integrity and respect for diversity. In addition fair treatment, consistency and an ability to engage in constructive dialogue with all staff were recognised as key elements in achieving strong leadership within Sunderland Area Command.

The Statement or “contract” was drawn up in consultation with staff and all members of the management team sign up to its values. The statement is displayed in all stations in the area command so that staff can see, and refer to, this commitment to visible leadership.

What it involved
The actions in support of the statement are:

- New staff joining the Area Command will have an appointment with the relevant member(s) of the senior management team (SMT) as part of the introduction to the Area Command
- Members of the SMT will attend briefings for Area Command Operations where appropriate:
  - at least one Shift Briefing each week
  - at least one Sector Morning Meeting each month
- “On Call” SMT members will visit all Area Command police stations during weekend duties
- Superintendent Operations will meet with and congratulate all student officers on successful completion of their probationary period
- Team Performance Meetings will be conducted at the home station/sector of the team and meet staff informally there
- Area Commander’s Compliments will be presented personally to recipients at their home station and wherever possible, giving feedback in respect of good work in person at team briefings
SMT members will accompany a member of staff on patrol or engage in other operational duties as appropriate.

Recognising that many members of staff work outside normal hours, SMT members will conduct regular out of hours visits to meet staff as appropriate.

Meeting formally and informally with staff representatives at forums such as the Staff Association Meeting and the Diversity Delivery Group, listening to their views and working together to provide a safe, supportive and productive working environment.

What impact it had

The “Statement” was highlighted in an HMIC Inspection of the Area Command in November 2005 in the Operational Leadership section.

All members of the SMT are fully aware of the importance of a visible and accessible leadership for all staff working at the Area Command. More effective communication within the Area Command as was demonstrated by the smooth introduction of a new variable shift pattern for response officers. This was achieved through the frequent meetings and opportunities for an open dialogue between officers, Federation representatives and the Senior Management Team that the Statement of Visible Leadership allowed.

It has greatly increased visibility of SMT members at stations other than the Area Command Headquarters.

The Area Commander demonstrated his commitment to his staff by listening and responding to the identified needs of his staff thereby ensuring more visible and accessible management.

Lessons Learned

In early drafts of the statement, we identified the importance of considering the audience and use of language appropriate to them rather than a management text book.

Contact

For further information, contact Chief Superintendent Dave Pryer e-mail address - dave.pryer.7061@northumbria.pnn.police.uk
Telephone number 0191- 5636025
36. Demand Management

Source: North Wales Police

Hallmarks: 2 3 4 6 7 8 10 11 12

Themes: Efficiency

Roles: Executive & Managers

Introduction

A Home Office review of police service resource management and rostering arrangements (2004) was the trigger for North Wales Police to consider a review of its shift patterns.

Experiencing high levels of overtime and conscious of a myriad of shift patterns that had evolved over time, the force commissioned a structured review of incident demand with a view to developing a single force wide shift pattern that met demand in the most cost effective manner.

What they did

The force undertook a tendering process before identifying a preferred supplier able to offer an ‘end to end’ solution. The force was already a high performing force and thus the ability to engage with key stakeholders (for example BCU commanders and staff representatives) and provide them with compelling evidence of the need for change was critical in the choice of supplier.

The chosen supplier applied a suite of Evidence Based Decision Making (EBDM) techniques. In particular, shift pattern design software (subsequently made available to forces by the Police and Crime Standards Directorate of the Home Office) was used to develop a series of options for new shift patterns and rosters. These were evaluated with a computer simulation model that was able to accurately predict their effect on both capacity to attend incidents and response times.

What it involved

The modelling work was underpinned with historical incident data extracted from the force’s command and control systems. The ‘value stream analysis’ of this data enabled reports to be fed back to senior officers, providing a valuable insight into peaks and troughs in workload at an early stage in the project. This step was critical to ensuring ‘buy-in’ from those sceptical of the need for change in what was already a high performing force.

A further key component of the project was keeping stakeholders informed of the process at all times. The EBDM approach provides transparency of how solutions have been developed; in parallel to the continued communication this helped reduced resistance to the changes.

What impact it had

The work has had significant impact on the force’s response performance. A thorough, independent assessment of the impact by the force’s Benefits Realisation team has quantified the following:

- Cashable efficiency savings of £150,000 in the first 6 months with annual savings of £600,000 (cashable and non cashable) expected in the first year
Improved performance against response standards of 3.8% for immediate and 2.2% for delayed incidents.
Increased number of delayed incidents attended

Overall feedback from officers has also been positive. Project lead Inspector Paul Cuddihy said “One officer told me recently ‘it’s fun to be in work again’”, perhaps reflecting the more equitable distribution of workload per officer through the week.

Lessons learned
Critical success factors for the project included:
- ‘Back of the envelope’ approaches cannot handle the complexity of the processes involved; the application of a suite of analytical techniques was key to project success
- Matching resources more closely to demand is possible with practical shift patterns and can deliver both efficiency and performance gains together
- Keeping stakeholders (including workforce representatives) informed throughout the process

Contact
For further information, contact Paul Cuddihy
Tel: 01492 511225
Email : Paul.Cuddihy@nthwales.pnn.police.uk
37. Child Abuse Referral process

Source: Nottinghamshire Police

Hallmarks: 2 3 4 6 7 8 10 11 12

Themes: Vulnerable people & Risk management

Roles: Managers & Team Leaders

Introduction

An internal review of the child abuse referral process identified a number of issues associated with reducing the risk to the victim; applying a recognized risk assessment in order to provide a better service to the victim and their families; to capture evidence at an early stage in the investigation and to improve the timeliness of referrals from receipt to finalization.

What they did

A review of the child abuse referral process was detailed in a process map to identify: key points in the process in relation to risk assessment; recording of information; evaluation and management of the referral and point of reference of any officer dealing with such a referral.

What it involved

- Collaboration with Corporate Development to produce the CAIU (Child Abuse Investigation Unit) Referral Process Map
- Development of the Risk Assessment/Log Review Guidance [See Appendix A]
- Creation of document folder as point of reference for any officer dealing with a child abuse referral
- Devising of a new shift pattern for the department to enable to effective and efficient execution of referrals. Once a new pattern had been identified there was a review of part time working to ensure an even distribution of staff between the shifts
- Review of the Referral Unit and how referrals are managed on division – introduction of public protection named officers
- Developing closer supervision/management of officers’ caseload

What impact it had

- Efficiency has improved
- Referral Process now available for Divisions to adopt
- Reduced number of referrals pending
- Closer supervision/management of officer’s caseload has made process more efficient
- Improved customer service/satisfaction
- More effective management of referrals
- Need to impose minimum staffing levels at certain times of the year to ensure continued effectiveness
- Accountability – information is meaningful and has a purpose
The Risk Assessment/Log Review Guidance has been developed further to particularly ensure ease, accuracy and quality of analytical data recovery. This includes data necessary for future requirements of the National Child Abuse KPI Trial. A copy of this revised ‘Risk Assessment/Log Review Guidance’ is attached.

Together with the Force Crime Directorate Senior Analyst, the CAIU are currently developing a suite of Process Efficiency Indicators which will drive activity to continually improve the new referral process. Also being developed are some exception reports to improve internal housekeeping within the referral process.

With regard to how Divisional referrals are managed the CAIU are currently completing a review of the Divisional response to Child Abuse Investigations to ensure that relevant practical guidance can be given, together with analytical support.

**Lessons learned**
Referral Process Map and Risk Assessment/Log Review are living documents. As CAIU becomes more proficient and effective, so the process can be finely tuned.

There has been improved identification of any blockages enabling more effective response.

**Contact**
For further information, contact Detective Inspector David Taylor – Child Abuse Investigation Unit
Tel: 07970 263204
Appendix A

Child Abuse Investigation Unit – Referral Process

RISK ASSESSMENT & LOG/REVIEW GUIDANCE

Stages 1 to 3 will usually be completed by the Ref Unit staff. However, when operational officers take a referral on evening/weekend cover they will need to complete Stages 1 to 3 of the Risk Assessment accordingly.

Each stage of the Risk Assessment will be titled as below in bold. Each stage will also be a separate log/review entry. Stages 1 to 3 are completed by DC’s, Stage 4 by the Ref Unit DS and Stages 5 to 7 are to be completed by the Operational DS’s.

The remarks under each heading are not exhaustive and each referral should be dealt with on its own merits. There may be pertinent points for consideration that are not mentioned on this document.

RISK ASSESSMENT STAGE 1 (Log Entry)
(Assessment of Threat)
This is the information reported to CAIU by the investigating officer/external agency
What is the nature of the abuse/threat?
What is the extent of the threat/abuse alleged – injuries / weapons / forensic recovery / medicals / time / location / multiple victims?
What do we know about the victim or others who could be at risk?
Is the victim at risk due to self harm / mental illness / drug/alcohol abuse?
What disabilities and/or language barriers need to be considered?
What do we know about the suspect and to whom they may pose a risk (incl. occupation)?
Is the suspect at risk/poses a risk due to self harm / mental illness/ drug/alcohol abuse?
What other agencies are involved with the suspect and or victim?

RISK ASSESSMENT STAGE 2 (Log Entry)
(Analysis of Risk)
Utilise all available research systems to research the suspect(s), victim(s) and witnesses
(PNC – Memex - INI - Genie – C&C/COETs – Voters – Compact – Dom Abuse - VISOR – CATS (ID if sex offender or subject of ROH/OPO)). This will create a picture of the nature of the individuals being dealt with and the risk issues that may be evident/arise.
RISK ASSESSMENT STAGE 3 (Log Entry)  
(Probability of Risk Occurring)  
Consider the capability and intent of the suspect presenting a risk to the victim(s),  
witnesses or other children they are in contact with – adequately protected and by whom  
Does the suspect know about the allegation being reported to the authorities  
Is the suspect co-operating with other agencies  
Have any incidents occurred since the referral has been made to heighten risk  
concerns.  
Consider occupation of offender and any risk posed including voluntary club/groups  
associated with.

REFERRAL UNIT REVIEW (Review Entry)  
Upon completion of STAGES 1 to 3, a REVIEW will be conducted by the Ref Unit DS. In  
their absence (annual leave/sick) a REF UNIT SGT REVIEW will be completed by the  
Duty DS. Comment will be made on the initial incident and referral looking at the quality,  
timeliness and action required to reduce the risk and secure/preserve evidence to  
progress the referral.  
If the Referral is to remain within the Ref Unit a Review should be completed as above  
giving reasons why it is not appropriate for the referral to be allocated to the operational  
DS for action.

RISK ASSESSMENT STAGE 4 (Review Entry)  
(Prioritising the Risk)  
Upon completion of the REF UNIT SGT REVIEW, the Ref Unit DS will assess the  
danger, injury, loss which has occurred and how likely it will reoccur and if so, what  
impact this could have. In their absence (annual leave/sick) a REF UNIT SGT REVIEW  
will be completed by the Duty DS. STAGE 4 will remain separate to the REF UNIT  
REVIEW in order to differentiate STAGE 4 from the REF UNIT REVIEW and to ensure  
timeliness of the REF UNIT REVIEW.

TO OPERATIONAL DS FOR ACTION

STRATEGY DISCUSSION/MEETING (Log Entry)  
Early strategy discussion/meeting with Children’s Social Care to agree an appropriate  
strategy. This can be over the phone or in person (within 24 hours of receipt of referral).  
This meeting/discussion can be completed by a DC or DS as deemed appropriate. It is  
also recognised that it may be appropriate/practical to have a strategy discussion before  
the referral is Ready for Allocation. It is important that any meaningful strategy  
discussion is recorded under this categorised log entry and not part of any other stage of  
the risk assessment. ALL REFERRALS SHOULD HAVE A STRATEGY  
DISCUSSION/MEETING LOG ENTRY.
RISK ASSESSMENT STAGE 5 (Review Entry)  
(Control Strategy and Control Measures)  
DS to detail:  
   i)  actions accordingly to remove, minimise, manage the risk  
   ii) investigative action plan  

RISK ASSESSMENT STAGE 6 (Review Entry)  
(Post Control Strategy)  
DS undertakes post control strategy within 72hrs of strategy discussion/meeting. Has the risk been sufficiently reduced as a result of Stage 5 Risk Assessment. Justify/identify further police action with a view to support the following as appropriate – risk reduction, criminal proceedings, care proceedings. Include evidential Threshold Test.  

RISK ASSESSMENT STAGE 7 (Review Entry)  
(Measures to Monitor Ongoing Risk and Risk Management Measures)  
Record the measures put in place to manage risk and how they are to be monitored. Include inter agency offender management.  

Also record the measures put in place for future monitoring of level of risk.  

ONGOING REVIEW (Review Entry)  
Ongoing review by DS in relation to case management and Evidential Threshold Test. Review by DI in case of Chapter 7 referrals (previously S.5 – Allegations against adults working with children). These will currently remain a Section 5 on CATS.  

REVIEW ON COMPLETION (Review Entry)  
Review by DS on ‘Completion’ of the investigation, pre-trial. DS to comment on whether the risk initially posed to the victim has been reduced and if so to what degree using the Risk Resolution Model (Northamptonshire Police). See below.  

REVIEW AT FINALISATION (Review Entry)  
At the final review/finalisation by DS, post trial, comment is to be made on whether the risk initially posed to the victim has been reduced and if so to what degree using the Risk Resolution Model below (Northamptonshire Police), ie Established No Protection/Welfare Issues  
Welfare Issues Only  
Risk Removed  
Identified Acceptable Risk  
Identified Manageable Risk  
Unresolved Risk  

DS to also Quality Assure Data Standards within the CATS Referral.
RISK RESOLUTION MODEL

Establish No Protection/Welfare Issues
- No issues present at time of referral

Welfare Issues Only
- No risk of significant harm
- Child in Need (S17 Children Act 1989)

Risk Removed
- Risk of significant harm present at time of referral
- Removed by agency intervention or subsequent events

Identified Acceptable Risk
- Risk of significant harm has been fully assessed
- Risk considered acceptable when balanced against the actions necessary to remove it
- No active management of the risk necessary

Identified Manageable Risk
- Risk of significant harm has been fully assessed
- Risk Management Plan considered appropriate when balanced against the actions necessary to remove it
- Child Protection Plan/Family Support Plan/Child Care Plan etc agreed and in place

Unresolved Risk
- Child remains at risk of significant harm
- Intervention has not removed, made acceptable or enabled management of risk
- No further appropriate and available intervention has been identified – or potential intervention would cause greater harm
- TRIGGER FOR INDEPENDENT REVIEW

Acceptable/Manageable Risk – Record of multi-agency agreement on initial risk, appropriate intervention, acceptability of the remaining risk and rationale for decisions
38. Risk Management

Source: Police Service for Northern Ireland (PSNI)

Introduction

This case study documents and evidences the approach taken and key improvements made to the process of managing risk within the PSNI over a one year period from May 2006 to May 2007. The necessity to improve risk management processes was identified following several internal audit reports which were critical of the effectiveness of the system then in place. In addition, anecdotal evidence suggested that operational officers and support staff had come to view risk management as a bureaucratic burden which added no value to the achievement of service objectives.

What they did

A system had been in place since 2003, when risk management was first adopted by the organisation. The system had been a useful first step, but some of the flaws/problems identified were as follows:

- Risk registers were created, however, the system was administratively focused, with greater emphasis being placed on the presentation of risk registers than on their actual content and usefulness
- Risks assessed once a year - the yearly risk management cycle led to confusion and imposed arbitrary deadlines leading to the mismanagement of significant risks;
- The system was viewed as overly bureaucratic, especially by the operational area of the service
- Risks were not necessarily linked to specific strategic objectives
- No clear process for escalation of risk to a higher management level
- Administrative focus – Risk Managers were appointed for all operational and business areas, however generally doubled as business managers and lacked operational and technical experience/expertise
- No clear definition of roles and responsibilities
- Specialist software for recording/reporting risks in place, although not fully functional or accessible

The Head of Corporate Development identified the need for a review of the risk management function within the service. The Review was undertaken by an Inspector appointed as Corporate Risk Manager alongside his existing role as Inspector responsible for Corporate and Local Planning.

The purpose of the review was to identify measures we can take to improve the quality of our risk management processes. The review consisted of the following elements:

- Benchmarking with other police services
- Consultation with Internal Audit
- Evaluation by an external Risk Management Consultant
- Critical review of existing policy and guidance against best practice
- Evaluation of user experience within the current system
The rationale was to achieve an appropriate mix of External and Internal input to the review process.

What it involved
A number of key steps were taken to improve the quality of Risk Management processes:

- Seminars conducted for District Commanders and District Risk Managers
- Training for all new officers as part of their initial training course
- Development of Generic Risk Catalogue to identify common themes
- Capability developed to identify commonality or frequency in risk registers across the organisation
- Risk Management Policy revised in line with Office of Government Commerce guidelines and published
- Comprehensive risk management guidance issued
- Software manual issued
- Software functionality increased
- Risk integrated into the planning process
- Risk Register now addressed during monthly management meetings at all levels
- Link to strategic objectives - Risk now included in PSNI Strategic Conference
- Risk reporting developed - Risk reports to Senior officers for accountability meetings

What impact it had
Key benefits delivered as a result of the action taken included:

- Reduced bureaucracy
- Less time spent on inputting by risk managers
- Increased awareness and perceived value
- Improved understanding of risk management principles by Risk owners
- Risk management now integrated into the planning process
- Improved management information
- Generic risks identified. From generic risks we have been able to identify common or frequently occurring risks for escalation to the next level of management;
- Risk management now effectively applied throughout the organisation;
- Greater confidence in the risk management process and more widespread use across the service
- Positive audit results and positive feedback from users at all levels

As a result of monthly attention and focus, risks have quickly been identified in relation to emerging terrorist threats, introduction of new IT systems and funding issues. This has come about because of the flexibility of the system and familiarity with risk management processes. This has enabled prompt and creative responses to identified risks, with preventative measures put in place or contingency actions available. We have also been able to swiftly identify common themes and good practice across geographical and administrative areas.

To summarise, risk management has been transformed from an administrative burden to a more ‘live’/dynamic process and previous criticism has largely been replaced by positive attitudes to risk management.
Lessons learned

- Make the process user friendly and relevant to everyday service delivery
- Ensure senior managers lead by example
- Integrate risk management with other management processes
- Clear and detailed policy and procedures

Contact

For further information, contact Inspector Billy Mcllwaine, Corporate Risk Manager - Tel: 028 9065 0222 Ext 22289 - Email - william.mcllwaine@psni.pnn.police.uk
39. Force Performance Management and Strategic Problem Solving Group

Source: Staffordshire Police

Hallmarks: 1 2 3 4 5 6 7 8 9 10

Themes: NIM, Diversity & equality

Roles: Executive, Managers & Team Leaders

Introduction
The force’s aim was to create a performance framework in which all key staff can contribute to driving performance improvements, challenge existing practices and work together to problem solve obstacles to performance. This process has been enhanced by the development of the Performance Management and Strategic Problem Solving Group (PMG) and the products that feed this bi-monthly meeting.

What they did
The challenge for the force in this area was to create an inclusive process that complemented its performance focus and APACS based performance strategy together with a new performance model developed through the Building Safer Communities Project with all Performance Officers in the force.

This meant that the meeting itself requires products that feed both the senior Chief Officer Management Meeting with key APACS based performance exception reporting, the involvement of all key divisions and departments in a performance and problem solving arena on a bi-monthly basis at which best practice and accountability can exist comfortably side by side, and also a clear linkage to Level 1 performance management in each of the territorial divisions and departments.

This meeting has evolved significantly over the last twelve months and is led by ACPO and supported by an appropriate representation of departmental heads and senior staff from around the organisation and uses products and cutting edge tools delivered through the performance NEWS model that not only inform a view of performance but can also be remitted from the group for further development.

In the months where a formal meeting doesn’t take place ACPO visit each territorial and operational division in response to performance exceptions issues raised either centrally or by the divisions themselves. This is a less formal process aiming to gather best practice from across the force to further feed and develop the main PMG.

What it involved
In this arena exception reporting has been developed to support decision making for the trust and confidence agenda embracing customer satisfaction and perception, local surveys, diversity, serious volume crime, anti social behaviour policy, harassment policy and the approach of the force to detections leading to OBTJ (Offences Brought to Justice) have all been developed.
The focus on APACS and problem solving in this way has included best practice demonstrations from all divisions. This has spurred the creation of innovation fairs in force and has also led to the refinement of the annual target setting process methodology. The Performance Development forum also progresses tasks from PMG and continues to develop the products that support the NEWS model. The initiation of a data warehouse solution is considered a significant development in supporting PMG in that it will provide a tangible step change to the already proven real time performance environment driven by team and officer and available from force to neighbourhood level.

What impact it had
The PMG process has been a key part of informing Level 1 performance meetings in addition to the force wide performance accountability process. The focus created through PMG on key performance exceptions has been instrumental in achieving a broadening awareness of key performance issues and an immediate understanding of performance exceptions to facilitate action.

- Established PMG process
- Engagement of key staff in development and problem solving on performance issues
- Focus on APACS and HMIC baseline issues
- Target setting development
- New performance tool development (NEWS model)
- Improved performance

Lessons learned
The integration of partnership performance involvement through APACS presents more opportunities for PMG to develop. The joining of performance and crime analysis is now occurring at a force level and the relationship between Level 2 Tasking and Co-ordinating and PMG continues to develop.

Useful adjuncts to this process have been the ability not only to develop new performance product through the Performance Development Forum, but also networking into key community meetings such as the Tactical Diversity Group where the BME action plan for customer satisfaction has been progressed.

Contact
For further information, contact Mark Lewis - Tel: 01785 23 2392
email mark.lewis780@staffordshire.pnn.police.uk
40. Citizen Focus: developing overnight reports

Source: Staffordshire Police

Hallmarks: 2 3 4 5 6 7 8 9 10 11 12

Themes: User satisfaction

Roles: Executive, Managers & Team Leaders

Introduction

The challenge for the force was to ensure that the achievement of improved quality of service delivery is complemented through the performance strategy in the area of customer satisfaction.

What they did

The force has a clear performance ethic and ensures that the processes and methods used to drive quantitative performance are transferred and related to qualitative performance step changes.

The manner that this is achieved is in the context of a learning organisation that uses the input and innovation of staff to develop a concept to the point of realising the business benefits aimed for.

Performance Management and Strategic Problem Solving Group (PMG) has been focusing on Citizen Focus for some time and has examined the PPAF customer satisfaction surveys as a key element of performance.

The data has been developed in overnight reports from Force HQ on each survey completed and in real time the divisions have been employing various tools to deploy that information at an officer and team level. This has resulted in reward and recognition processes following quality of service, in the ability to identify remedial action when necessary and also in Level 1 and Level 2 performance analysis of such key matters as satisfiers and dissatisfiers.

What it involved

The force and its BCUs have turned the customer satisfaction data into performance information to drive briefings and activity, but also training managers and shift supervisors are taking the key learning and developing our staff to recognise the significance of balanced performance and the need to provide a positive customer experience. The Prime Minister’s Delivery Unit have also visited and conducted analysis of the best practice of the force in Citizen focus and the approaches do also have great significance to the community engagement and problem solving cycle of neighbourhood policing.

Managers will take action through either development or recognition of feedback in quick time. Team performance is used to monitor activity and this also identifies common area of poor performance that then drives changes to working practice. The information available is also widely publicised through Intranet and briefing processes.
What impact it had

- Customer Satisfaction performance improvements of ease of contact 91.1% to 94.1%, kept informed 61.9% to 65%, overall satisfaction from 83.1% to 83.7% (2005/06 to 2006/07 figures up to 31.12.06)
- The establishment of new performance toolkits on customer satisfaction
- The development of significant linkage to community engagement processes
- Quality of Service Commitment focus

Lessons learned

The force has found that the decision to continue customer satisfaction surveys without outsourcing the service has proved beneficial to being able to use satisfaction and confidence measures to drive real time performance. Further work involving the development of diversity measures and geographic profiling within satisfaction and confidence remains ongoing.

Contact

For further information, contact Chief Inspector Jeff Moore, Corporate services - tel 08453 302010 ext 2266 Email 'jr.moore@staffordshire.pnn.police.uk'
41. Real time demand management tools

Source: Staffordshire Police

Hallmarks:

Themes: Efficiency

Roles: Executive, Managers & Team Leaders

Introduction

The Force has established a unique tidal 222 shift pattern that has already received assessment as one of the most effective arrangements for matching resources to demand.

In an environment when efficiency targets and the achievement of best use of resources is paramount to policing the continued development of the shift system and the ability to examine real time demand to determine the most effective use of resources has been a major priority.

The challenge is to ensure that the policing model of the force and the investment in neighbourhood policing and protective services can be maintained by the adoption of a performance methodology to establish best use of resources at all times and to facilitate effective response and workload management through the provision of information to inform evidence based decision making. Quite simply we need to ensure that we have the right resources in the right place at the right time.

What they did

The experience of the force is that the response cycle of demand can only be broken by effective problem solving and by the use of demand data to constantly give a picture of demand, demand type, availability and use of resources in a transparent manner that can develop decisions that are able to maintain the drive for performance. The reality of demand challenging other strategic priorities has been accepted by the force and this work is being conducted in partnership with territorial divisions by Corporate Services.

What it involved

There are a series of trigger reports flowing from this work and some of those will inform a historic performance view of resource use over recent weeks, others inform the use of resources today, and further products provide a predictive and modelling capacity to understand the resource availability and demand on a strategic level and for the use of tasking and co-ordinating. This work is complemented by CARM 3 resource planning project and performance tools, demand simulation work on Chase division, and the use of activity analysis data to validate other data sources and to provide a true picture of work in progress. Other significant and continuing developments are the use of AVLS and APLS GPS data to support the effective deployment of staff using data in 15 minute cycles.
What impact it had

This is key work and is breaking the myths of demand to allow informed decision making to support front line policing activity and quality of service delivery in the long term.

Planned Outcomes:
- The establishment of new performance toolkits on real time demand
- The establishment of new performance toolkits on resource availability including efficiency scores by team of staffing to meet demand
- The ability to demonstrate transparent resource use efficiencies
- Evidence based decision making on all resource use issues, supporting health and safety considerations for staff
- Accountability structures for effective demand management and resource use.

Currently the toolkit is being piloted on two BCUs and performance measures will be developed through 2008/09 to underpin the allocation of resources to match local demand.

Lessons learned
- Implement change and performance simultaneously to monitor the impact of new policy
- Explore variation to identify efficiency, drill down facilities reveal opportunities for improvement
- No such thing as average, detailed data will identify the areas of best practice.
- Exploit existing data, force systems currently hold a lot of data, getting at the data is critical
- Build on existing recognised principles, the Home Office Report 2004 “Study of Police Resource Management and Rostering Arrangements” was found to be very useful
- Turn complex situations to simple actions, develop products that use algorithms to simplify/analyse the data and present easy to understand and actionable information to local management and supervision

Contact

For further information, contact Theresa Miles, Programme Manager. Email Theresa.miles@staffordshire.pnn.police.uk
42. Operation Quest

Source: Suffolk Constabulary

Hallmarks: [2 3 4 5 6 7 8 10 11 12]

Themes: Efficiency & Sanction detections

Roles: Managers & Team Leaders

Introduction

In Suffolk Constabulary, Southern Area BCU was chosen as the pilot area for the proof of concept programme that supported the development of Operation Quest. The key objectives of this work were to implement process improvement techniques and deliver performance improvements in volume crime.

The following four core operational areas formed the scope for the work:

- Incident management and resolution
- Crime investigation
- Proactive operations
- Case-building and custody

The project has delivered considerable successes including improvement to performance over the longer-term. These successes include a reduction in overall crime and detections of drug offences at a three year high.

What they did

Following the Quest approach (outlined below) the force decided to focus on improvements that included:

- New Crime Input Bureau and Events Diary delivered, which improved call taking and dispatch of less urgent calls. Dedicated officer to deal with low grade urgency events
- Minimum standards guidelines delivered for volume crime investigation to improve quality of investigation
- ‘Protected officer’ scheme delivered: ring-fenced officers from unplanned tasks enabling them to investigate more cases earlier and more effectively
- Campaign delivered to increase awareness of availability of penalty notices on street as alternative means of resolution
- Improvements to the process for cancelling bail diary slots

What it involved

The Quest approach is predicated on a number of success factors. The project should take no more than 6 months and this time should absolutely be focused on design and implementation (70% of resource consumption) over analysis (30% of resource consumption). Before analysis begins a project team is drawn from strong officers and staff (at PC to Inspector level) and led by a Chief Superintendent. Analysis involves interacting with front line staff and officers to discern the blockages that impact on their ability to do basic operational tasks. Concerns and issues are captured and then quickly investigated. Business cases are produced within 10 weeks and are strongly evidence based but short and pithy. The SRO within the force will then lead the discussion with the command team as to which priority improvements to focus on. Over the next 3-4 months the team will work with front line staff to design solutions, building engagement simultaneously. In Southern BCU benefits were accrued and sustained after 4-5 months of the process as implementation was rolled out.
**What impact it had**

December 2006 saw the BCU’s domestic burglary level reach an ‘all time low’, with a very favourable MSBCU comparison for the previous six months.

A 27.3% sanction detection rate was achieved, an 11% performance gain compared to 2005/06, placing the BCU in the MSBCU group upper quartile for the 12 months to January 2007.

Total recorded crime down 2.6% compared to 2005/06, the BCU’s lowest annual crime level for 4 years. The BCU’s crime levels in all the Force’s Control Strategy crime types are better than MSBCU averages.

Serious violent offences in public have been reduced by 7% year-on-year, with a favourable MSBCU comparison for the past 9 months. The proportion of offences where alcohol is an aggravating factor is also reducing; this has become a key performance indicator for 2007/08.

Detections of drug offences are at a three-year high - sanction detection rate of serious/class A drug offences currently greater than 100%.

Since trialling the street-issue of Penalty Notices for the force, Ipswich has consistently managed to issue 40% of all Notices without taking the offender into custody. The national average for street-issue is 30-35%.

The proportion of victims (in cases of domestic burglary, violent crime, vehicle crime and road traffic collisions) who expressed satisfaction with the overall service they received from the police increased from 77.5% in 2005/06 to 81.8% in 2006/07. Southern is the most improved and best performing BCU in force in this respect.

**Lessons learned**

The key critical success factors included:

- Undertake thorough identification of the issues – and speak to staff!
- Acknowledge the issues do exist
- Leadership
- Capacity
- Capability
- Ownership and team approach
- Problem solving approach
- Link to performance/quality improvement drive
- Communication
- Values and behaviours
- Training
- Making it happen and stick…

**Contact**

For further information, please email efficiencyandproductivity@homeoffice.gsi.gov.uk
43. Bottom up approach to performance management -

**Source:** Surrey Police

**Hallmarks:** 2 3 4 5 6 7 8 9 10 11 12

**Themes:** Personal performance

**Roles:** Executive, Managers & Team Leaders

**Introduction**

Performance within Surrey police force has historically been addressed predominantly via a top-down approach through the use of aggregated data to hold divisional commanders and departmental heads to account. Performance management and accountability also needs to be supported with a bottom-up approach for two main reasons:

- Firstly, a bottom-up approach helps make all individuals in the force aware of how they contribute to the strategic goals of the organisation in quantifiable terms.
- Secondly, so such an approach provides line supervisors and managers with a tool that helps them objectively assess the performance of individuals in support of both delivering the strategic aims of the force and personal development.

**What they did**

Surrey Police initiated the Personal Performance Indicator (PPI) project that would enable individuals and their supervisors to quickly ascertain current personal performance. The project wasn't just about the technical solution, it also concentrated on how the data was used and ensured that this was clearly communicated to all front line officers and first line supervisors.

In order for the PPI project to be successful there would have to be:

- No increase in bureaucracy for front line officers
- An acceptance the reports would contain quantity based information only
- Support from the Chief Constable
- Timely and accurate data from HR, Crime and Command & Control source systems
- Improved evidence base for discussing & contextualising performance within the wider qualitative environment
- Speed of access to data through an easy to use and reliable reporting system with integrated security
- An intervention strategy to enable senior managers and supervisors to recognise excellent performance and take early remedial action to improve poor performance
- An understanding that high volume does not necessarily equate to good performance and low volume poor performance
- No targets set within the system
- Personal performance linked to Personal Development Reviews (PDRs)
- Proactive and positive communication

**What it involved**

- The setting up of a project board chaired by a BCU commander of Chief Superintendent rank. Representation from Performance Management, Project support, Communications support, Divisional representatives and ICT
- The system relied heavily on the force’s Oracle data warehouse which gathers all the relevant information from source systems on a daily basis.
In order to achieve the required level of security, ICT implemented Oracle Portal technology for reporting and then linked Portal to active directory thereby enabling single sign-on.

Tables joining HR data to Crime and Command and Control were developed within the data warehouse. These tables were then queried via Oracle Portal SQL reports and filtered based on the user currently logged in.

The system was tested by users out on divisions and feedback was implemented where necessary.

PPI system was then demonstrated to chief officers and senior managers throughout the organisation.

Team level data was required for reporting. However, this information was not available within the source system. An interim solution using spreadsheets was found until HRMS was updated to include team data.

The system was made live on the local intranet and communicated through all ranks with the key messages:

- PPI reports are Performance Indicators – not measures (they are indicators of performance and it is important that other contextual information is collected by the supervisor to contextualise the quantitative performance presented through the tool).
- It assists local performance management
- It supports evidence gathering for PDRs.
- It recognises and acknowledges good work
- It improves and drives performance
- It is NOT designed to facilitate the attainment and delivery of individual targets

The system was monitored for a further 12 months making sure the PPI reports were providing the best results.

**What impact it had**

- Improved detection rates
- Improved data quality
- Renewed emphasis on front-line supervision
- Little negative impact despite evidence of the tool achieving widespread use
- Positive feedback from front-line staff

The force were able to correlate the improvements in personal performance with when the system went live against the aggregated performance reported at strategic performance meetings. All other things being equal the conclusion is that the PPI tool contributed to this uplift in performance.

**Lessons learned**

- The value of the project board meetings increased when key individuals from each division were present to provide useful feedback
- Making sure only one individual was credited with a crime or arrest to prevent misuse of source system data
- Not a strategic tool to manage performance

**Contact**

For further information, contact Email Tony Fenton-Jones (fenton-jones10837@surrey.pnn.police.uk)
Welcome to the Personal Performance Indicators (PPI) Portal

Version 2.2

Developed by Performance Management Unit (Corporate Development) in collaboration with ICT.
Information obtained from the new data warehouse.
Copyright © Surrey Police 2006

User PPI Report

The Information below comes from HRMS if it is incorrect then please inform your personnel officer or personnel manager.

Last name: MCCARTHY
FIN: P457054
Div: R
Dept Code: PPM
Department: Organisational Performance & Review Unit
Team: (null)
Supervisor: HECKINGSON, Mr. Harry 11109
Location: MTB - Mount Browne
PPI Report: View Report

Line Supervisor PPI Reports

If you are a supervisor you should see those you line manage below:

In order to see your staff PPI’s click on one of the tabs and then click on Supervisor under the tab. Alternatively you can now click on the View Report link next to the individual.

<table>
<thead>
<tr>
<th>Rank</th>
<th>Last name</th>
<th>Fin</th>
<th>Div</th>
<th>Dept Code</th>
<th>Department</th>
<th>Team</th>
<th>Report</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>HEMMENT</td>
<td>P410024</td>
<td>R</td>
<td>(null)</td>
<td>Force Crime / Incident Registrar</td>
<td>(null)</td>
<td>View Report</td>
</tr>
<tr>
<td></td>
<td>PLAYER</td>
<td>P412026</td>
<td>R</td>
<td>DLS</td>
<td>Organisational Learning</td>
<td>(null)</td>
<td>View Report</td>
</tr>
<tr>
<td></td>
<td>MCINNES</td>
<td>P452350</td>
<td>R</td>
<td>STP</td>
<td>Strategic Planning</td>
<td>(null)</td>
<td>View Report</td>
</tr>
<tr>
<td></td>
<td>FERGUSON</td>
<td>P451093</td>
<td>R</td>
<td>RSC</td>
<td>Consultation &amp; Survey Unit</td>
<td>(null)</td>
<td>View Report</td>
</tr>
<tr>
<td></td>
<td>FENTON-JONES</td>
<td>P451083</td>
<td>R</td>
<td>MIA</td>
<td>Management Information Analysis</td>
<td>(null)</td>
<td>View Report</td>
</tr>
<tr>
<td></td>
<td>MIDDLETON</td>
<td>P451024</td>
<td>R</td>
<td>MIA</td>
<td>Management Information Analysis</td>
<td>(null)</td>
<td>View Report</td>
</tr>
<tr>
<td></td>
<td>SKYNNER</td>
<td>P451000</td>
<td>R</td>
<td>PPM</td>
<td>Organisational Performance &amp; Review Unit</td>
<td>(null)</td>
<td>View Report</td>
</tr>
<tr>
<td></td>
<td>AULMAN</td>
<td>P451082S</td>
<td>R</td>
<td>PPR</td>
<td>Performance Monitoring &amp; Analysis</td>
<td>(null)</td>
<td>View Report</td>
</tr>
</tbody>
</table>
44. Organisational Risk Management

Source: Surrey Police

Hallmarks: [ ]

Themes: Risk management & Analysis

Roles: Executive & Managers

Introduction

A structured and systematic approach to the identification, evaluation, recording, response to and monitoring of organisational risk was introduced in Surrey in April 2005. The process is now well embedded and has achieved a much greater focus on risk in decision making and in driving allocation of resources. The process is subject to ongoing review and development with a number of changes proposed in the near future to enhance the accuracy of the risk profile and to ensure oversight at an appropriate level for the risk involved.

What they did

Surrey police has introduced a management structure and processes supported by appropriate technology with the aim of enabling:

- Comprehensive harvesting and recording of organisational risk intelligence
- Formal initial and periodic evaluation of organisational risks using a standard corporate methodology
- Development of appropriate control strategies and ongoing monitoring of progress and impact
- Clarity re ownership and responsibilities in relation to risks and their control measures

A key aim has been to make use of existing meeting structures where possible and to minimise additional bureaucratic burden.

Risks are considered by regular divisional and departmental management meetings and routed to the appropriate Portfolio Co-ordination Meeting (PCM), held monthly by all chief officer and director portfolio holders. Risks identified by individuals or at other meetings across the force are fed into a centrally managed force e-mailbox and routed to the appropriate PCM for review and evaluation.

At each PCM a ‘Level 1’ assessment is undertaken that scores both the probability and the impact of risks within that portfolio on a scale of 1 to 5. The resulting ‘score’ indicates whether the risk is considered to be ‘High’, ‘Medium’, or ‘Low’ against a standard corporate matrix. A key impact category of ‘performance’, ‘finance’, ‘compliance’, ‘reputation’ or ‘safety’ will also be applied. The PCM will also determine a control strategy for the risk and allocate responsibilities. All details of the risk and the control strategy are recorded on the force ‘risk register’.

All ‘medium’ or ‘high’ risks are reported to a Risk Management Advisory Board (RMAB) for ‘Level 2’ assessment. This board meets bi-monthly, is chaired by the DCC and attended by all portfolio leads as well as the Director and Treasurer of Surrey Police Authority. The RMAB considers the scores given at portfolio level and applies any additional strategic knowledge. The RMAB also review the proposed control strategies. Any changes to the scores or comments regarding control strategies are recorded directly onto the risk register system at the meeting. Subsequent reports provided to the PCM meetings will show any comments or changes recommended by the RMAB.
Reports from the risk register system provided to each PCM and to the RMAB enable ongoing monitoring and evaluation of existing risks and adjustment to control strategies as appropriate.

The process is supported by a team of trained ‘Risk Consultants’. These are volunteers from within the Strategic Support Directorate who undertake this role as a secondary skill, supplementary to their main role. A risk consultant is assigned to each PCM to provide advice and guidance on the process and to act as a ‘critical friend’ to challenge potentially subjective thinking within the portfolio with an objective view.

**What it involved**

- Establishment of the Risk Management Advisory Board
- Establishment a force ‘Risk Intelligence’ e-mailbox and process to review and direct content
- Development of a risk register system to record details of risks and control strategies and provide reports for PCMs and RMAB. This currently uses Microsoft Outlook functionality but a more robust technical solution is currently being investigated
- Training for a team of ‘Risk Consultants’. Initially this was a bespoke 2 day course, but subsequent training has been in-house
- Briefings for divisional and departmental management teams and for chief officer and director portfolio leads
- Development of a corporate scoring methodology and risk matrix
- Development of a standard format for risk descriptions.

**What impact it had**

The introduction of the process has undoubtedly brought a greater focus on risk into decision making and resource allocation. Whilst consideration of risk and development of control strategies did happen before, the formalisation of the process ensures that control strategies are managed through and their impact evaluated so that focus is maintained whilst the risk is still outstanding. The process also enables visibility of the organisation’s overall risk profile, and areas of greatest exposure, thus feeding into planning and budgeting processes.

It has brought formalisation to a process which was fragmented and un-coordinated. There is now a formalised process for monitoring progress against control strategies and more robust evaluation of the impact of the risk and its mitigation.

**Lessons learned**

Initially, one division piloted the use of a divisional risk register system to record and manage risks. This was considered to be overly bureaucratic and involved duplication since any risks identified at divisional level were reported at the appropriate PCM and recorded on the force risk register. This has now been discontinued.

Currently the number of risks being reported to the RMAB is hampering the ability of that group to provide meaningful oversight and direction. Some risks recorded, whilst valid, could more appropriately be managed within portfolios enabling the RMAB to focus on those that genuinely have potential to present a critical threat to the force. It is proposed to give portfolio leads the option to record risks on the register as either ‘force’ risks or ‘portfolio’ risks. Only ‘force’ risks would be reported to the RMAB for ‘Level 2’ assessment. A statement
of ‘risk appetite’ for the different impact categories has been agreed to aid portfolio leads in making this decision. To further aid consistency, a ‘Risk Review’ group within the Strategic Support Directorate will maintain an oversight of all risks recorded and refer any that look inconsistent to the RMAB for decision of ‘force’ or ‘portfolio’ status.

The current scoring matrix gives equal weight to the scores for probability and impact. A revised matrix has been agreed that gives more weight to the impact score which is considered to be more realistic i.e. a risk that is unlikely to happen but would have catastrophic impact is seen as higher risk than one that is likely to happen but will have minimal impact.

In future, where all possible cost effective control measures have been taken but a residual risk remains, portfolio holders will have the option to propose ‘tolerate’ as a response to the risk. In these circumstances the risk will remain on the register but no further control action will be expected unless the situation changes.

**Contact**

For further information, contact Judy Gavan, Head of Strategic Delivery (gavan9563@surrey.pnn.police.uk)
45. Design and implementation of a corporate performance framework

**Source:** Warwickshire Police

**Hallmarks:**

**Themes:** Personal performance

**Roles:** Executive, Managers & Team Leaders

**Introduction**

Warwickshire Police identified the need for a Corporate Performance Framework to enable the force to understand how support functions contribute to the achievement of the force vision.

**What they did**

A guardian post was created to design, manage and review an appropriate three-tier framework suitable for Warwickshire Police.

This individual identified strategic objectives for each function in force and established a suite of service delivery measures (and targets) to measure achievement of these objectives (see Appendix A). A suite of corporate health measures for the Force was also created to ensure a grip of day-to-day business was maintained.

Ultimately, each individual in the force will have personal objectives that link directly to the objectives of the function in which they work.

**What it involved**

Initially, other forces around the country were visited to ascertain the extent of their frameworks (if any). Other agencies such as the Home Office were consulted to determine the national picture in regards to performance management; and consideration was given to the approach of partner agencies, e.g. Local Government. Internal consultation with heads of functions was carried out to agree the objectives, measures and targets for each function. The draft framework was then taken to Chief Officers and the Police Authority to ensure formal agreement.

Ongoing reviews of all objectives, measure and targets are carried out to ensure continued alignment to the force vision. Formal reviews every six months are planned to identify ways of improving and further developing the framework.

An internal marketing campaign was designed and implemented to ensure that all members of the force understood the purpose of their role – to contribute to the force’s vision.

**What impact it had**

- All performance is now transparent; blockages are clearly identifiable and dealt with at an early stage. Accountability is clear and without question.
- All individuals, regardless of rank or post now understand why they come to work – to protect people from harm.
- Our performance regime is now ‘vision driven’ not ‘target driven.’ Performance figures are now only seen in the context of informing the Force to what extent we are protecting our communities from harm.
Contact
For further information, contact Ben Pithouse, Performance Framework Manager, at benjamin.pithouse@warwickshire.pnn.police.uk or on 01926 415275.

Appendix A

EXAMPLE TEMPLATE

<table>
<thead>
<tr>
<th>Strategic Objective</th>
<th>Service Delivery Measures</th>
<th>Target</th>
</tr>
</thead>
<tbody>
<tr>
<td>The department’s primary purpose/function. This will highlight how the department helps protect people from harm.</td>
<td>A list of measures to determine whether the strategic objective/s are being met.</td>
<td>Target agreed by Force Performance Manager and Head of Department.</td>
</tr>
</tbody>
</table>

Explanation of variance:

Used to contextualise performance and explain variance against target.
46. Better call handling within Police Operations Centre

Source: West Midlands Police

Hallmarks: 2 3 4 6 7 9 10 11 12

Themes: Efficiency & User satisfaction

Roles: Managers & Team Leaders

Introduction

During September/October 2005 the Senior Management Team (SMT) at Brierley Hill Operational Command Unit (OCU) undertook a review of its Operation Centre and Crime Management systems. The review was established to provide better quality call handling, introduce improved initial investigations, reduce the number of repeat calls to the Operations Centre and to reduce the number of investigations per officer. In making the changes and reductions the Operational Command Unit (OCU) wanted to achieve a better standard of service to all callers, increase patrol activity and reduce the OCUs total recorded crime.

It was deemed necessary as there had been no review of the processes within the department for sometime and as a result there was a considerable amount of duplication and wastage. The staff working within the Operations Centre had no responsibilities beyond answering initial calls then recording incidents/crimes. The lack of responsibility and accountability saw the department working outside the performance cycle of the OCU which clearly lead to quality of service issues both internally and externally.

What they did

The OCU’s Senior Management Team (SMT) made a number of key staff moves, introducing a Sergeant in the Operations Centre to manage the day to day running of the centre with particular reference to data quality and standards of service. At the same time a Sergeant was introduced in the Crime Management Department to manage the OCU’s crime reports, investigations and the crime distribution system.

What it involved

The SMT were keen to minimise duplication and workloads in both departments as well as improving standards of service. To achieve these aims the following took place:

Operation Centre:
- Introduction of initial desktop investigation to a solvable crime matrix
- Staff trained to conduct initial desktop investigations
- Filing of all crimes at source where no lines of enquiry were identified
- Improved incident recording and write offs to improve data/audit compliance
- Call handlers to take responsibility as an initial point of contact
- Compliance with Force Contact Counts policy

Crime Management:
- Withdrawal of Sergeants computerised filing rights until a minimum standard of report supervision attained
- All staff received a one day crime management training course to establish minimum standards of investigation, crime management, scene management and to ensure all staff understood their role and accountability
What impact it had

By late 2005 the OCU were seeing significant benefits. Audit performance had increased giving increased data quality which enabled better tasking. Improved Contact Counts policy compliance produced better standards of service to callers with a significant reduction in calls (over 700 fewer calls per month). Initial desktop investigations and improved filing at source saw the average amount of investigations per officer reduce from 15 to 5.

Overall the improved systems of both departments enabled more patrol activity time, which through the Community Safety Bureau enabled better and more focused patrols leading to a significant and sustained reduction in the OCUs total recorded crime of 12%.

Lessons learned

- The SMT and staff involved in the process changes failed to draw up any management plans so actions were not accurately recorded. Therefore a system capable of providing significant performance improvement was not documented, as a consequence it was difficult to migrate this good practice to other OCUs. Subsequent changes at force level now ensure that all such process changes are agreed and recorded for future use.
- Establishing an initial point of contact for callers and taking initial responsibility for the investigation significantly reduced repeat calls, improved contact counts compliance, provided a better and more consistent standard of service as well as reducing officers’ workloads.
- Training all staff involved at the outset provided a clear understanding of objectives and accountability.

Contact

For further information, contact Sergeant 6593 Ian Watts, Performance Support Group
0845 113 5000 ex 7800 2462
i.watts@west-midlands.pnn.police.uk
47. Operational Review of D3 Operations Centre

Source: West Midlands Police

Hallmarks: 1 2 3 4 5 6 7 8 9 10 11 12

Themes: Efficiency & User satisfaction

Roles: Managers & Team Leaders

Introduction

The Police Operations Centre is the primary point of contact for the public when they require police assistance. Its key functions are:
- Responding to calls for police attendance from the public
- Allocating police resources to incidents
- Taking details of crimes that are reported
- Ensuring that the Home Office Counting Rules (HOCR) for crime recording and the National Standards for Incident Recording (NSIR) are complied with

In early 2007 it was recognised that the D3 Operations Centre was performing poorly compared to other Operations Centres, particularly with regard to compliance with HOCR and NSIR.

What they did

An operational review was carried out to examine working arrangements with the aim of improving performance.

What it involved

An Affinity Diagram/Interrelationship Diagraph (ADID) exercise was conducted. This focused on the factors that would enable the Operations Centre to:
- Reduce total recorded crime and overall demand
- Improve data quality
- Maintain public confidence

The methodology took three forms. All staff in the Operations Centre were interviewed by managers from the OCU and from Performance Review Department. Every member of staff in the Operations Centre were asked to answer a questionnaire.

An ADID exercise was carried out. AD stands for Affinity Diagram. The purpose is to enable team involvement in generating, organising and consolidating verbal information at the start of any project. This information is grouped into natural clusters that bring out the latent structure of the subject under study and promote creative solutions.

ID stands for Interrelationship diagraph. The purpose of the ID (or relations diagram) is to identify and develop a consensus about logical and sequential connections (i.e., cause and effect relationships) between components of a problem, issue or system. The input comes from the affinity diagram. Information gained from this exercise was used to provide the basis for a staff consultation exercise that involved interviews with the majority of staff, examining:
- Individual roles and responsibilities
- Potential for reduction of total recorded crime and demand
• How success is measured and recognised
• Training capacity and application
• Perceptions of supervisory structure
• Opportunities for improvement in service delivery

What impact it had
The OCU started the work in April 2007 and implemented the changes over the next 3 months. There has been a 14% reduction in Total Recorded Crime since April compared to the same period last year which represents 1988 fewer victims. During the same period there has been a 5% reduction in incidents (2826 fewer) and 4% reduction in calls since the end of June (1165 fewer calls).

Based on the results of the above, a number of issues were identified that affected the performance of the Operations Centre. These were grouped under the headings of:

- Supervision
- Developing Staff Skills and Knowledge
- Matching Staff to Demand
- Developing Positive Team Morale
- Improving Data Quality
- Managing Public Expectations

A number of recommendations were made in order to bring about improvements in performance. Key recommendations were:

- An increase in the number of supervisors in the Operations Centre
- Supervisors to be aligned to teams and be directly responsible for the operation and performance of their team
- Staff deployment matched to demand for service
- Supervisors to be directly responsible for ensuring compliance with Home Office Counting Rules and National Standards for Incident Recording

The main benefits included:

- Increased data quality
- Supervisors and staff being held directly accountable for performance, leading to increased ‘ownership’ of issues
- Improvement in team-working within the department

Lessons learned

- ADID is a valuable tool in identifying problems and ranking them in order of priority
- ADID provides a focus and framework for staff consultation
- ADID provides management with a structure for departmental development and an order of priority for dealing with identified problems
- Staff consultation is vital in gaining a detailed understanding of the issues involved and giving staff a sense of involvement in proposed changes

Contact
For further information, contact DCI Dave McCrone tel 0845 113 5000 ext 6200
Email d.mccrone@west-midlands.pnn.police.uk
48. Process for Performance Improvement Work

**Source:** West Midlands Police

**Hallmarks:**

**Themes:** User satisfaction & Priority setting

**Roles:** Executive, Managers & Team Leaders

**Introduction**

By the start of 2007, West Midlands had achieved some enviable performance results, both in terms of reductions in crime & disorder and improvements in how communities felt about the delivery of policing in their localities. However, further improvements were proving to be quite a challenge, prompting an overall review of the force’s performance management framework.

There was no desire to return to the old transactional ‘Compstat’ methods of holding staff to account – in fact, quite the contrary - the key issue was one of combining a degree of central influence and control with the considerable autonomy enjoyed by BCU commanders.

The force’s vision of ‘Reducing crime and disorder and making our communities feel safer’ was and still is the clear priority - but there was a growing awareness that in order to fully achieve this, a broader strategy and range of measures would need to be considered. This new strategy would inevitably involve substantial change to how policing was delivered and measured in the West Midlands – and would require the full engagement of every member of the force.

**What they did**

One of the first steps, in March 2007, was the formation of a Performance Management Board (PMB). Chaired by the Deputy Chief Constable and attended by all chief officers, the PMB’s objective is to facilitate genuine improvement and learning, rather than to simply hold BCU commanders to account.

A team was then formed within the force’s Performance Review Department (PRD) with the key tasks of assisting trained BCU staff to identify areas for improvement and introducing improvement processes in those areas. The team was given specific responsibility for reporting progress to PMB and for conducting post implementation reviews.

**What it involved**

The work of the PRD team is informed by the force’s Balanced Scorecard which is a measure designed to give a user-friendly overview of the general ‘health’ of a department or BCU. Its major benefit is that decisions by PMB are not based solely on whether crime is up or down but take into consideration a more sophisticated and rounded view of the key drivers of performance.

Over the last two years, more than 64,000 people in the West Midlands have taken part in in-depth surveys which measure their levels of confidence and satisfaction and their feelings of safety. These ‘Feeling The Difference’ surveys also form part of the Balanced Scorecard and help the PMB decide on appropriate policies.

To support the improvement work and ensure a clear understanding of exactly how improvements can be achieved, the force created three bespoke training courses. Developed in collaboration with an external training provider, these comprised elements of three performance improvement methodologies – ‘Lean Systems Thinking’, ‘Six Sigma’ and the...
work of Dr. W. Edwards Deming. The training courses are delivered to the executive, senior managers and leaders of small to medium sized teams – thus there is a ‘common language’ between those commissioning the work and those delivering the improvements.

The process for performance improvement work is set out in the attached diagram at Appendix A.

What impact it had
The new West Midlands framework has undoubtedly generated a number of significant and effective improvement initiatives. The following list, although not exhaustive, provides an illustration of the diverse scope of the work involved:

- Reduce the level of crime in city/town centres
- Make counter-terrorism ‘daily business’ on a BCU, rather than something that only the ‘elite’ teams get involved in
- Reduce the length of time it takes to get information from encounter forms on to the force’s intelligence system
- Improve staff attendance rates on an BCU
- Improve satisfaction with the force’s overall service – particularly amongst BME groups
- Improve the organisation and structure of a HQ Department (Legal Services)
- Improve call handling on a BCU, particularly in relation to allocating appropriate resources (tasking)

By the end of 2007, West Midlands had achieved a significant reduction of 10% in total recorded crime compared with the same period last year. This step-change can be traced back to the start of the financial year in which the performance management framework changes were implemented.

These reductions have been achieved across a range of crime types (including violent crime, vehicle crime, robbery and criminal damage) and across 19 of the force’s 21 BCUs.

Lessons learned
Just as important as the reduction in crime has been the positive reaction to the new processes. Some BCU commanders had initially expressed some reluctance to participate. This was a cultural shift to acknowledge central direction so there was an inevitable scepticism about the perceived end results. By December 2007, however, several were specifically requesting that they remain a part of the ongoing process, having seen the genuine benefits already delivered.

It is essential to consult with a wide range of stakeholders prior to any change in the performance management framework in order to ensure the improvement work is as effective as possible.

The changes must be fully supported and driven by the executive.

People working on the improvement initiatives must be properly selected and have the appropriate range of skills.

The improvement work must focus on the key priorities of the organisation.

The work must be focused on the long term and not simply seeking the ‘quick wins’.

Contact
For further information, contact Inspector Andy Murcott, Performance Review Department, 0121 626 5225.
Appendix A

Process for Performance Improvement Work

Meetings

- Monthly Performance Management Board (PMB)
  - Ninth working day in each calendar month
  - Immediately following PMB, consultation
  - ACCs chair performance cluster meetings
    immediately following PMB
  - ACCs chair performance cluster meetings
    immediately following PMB
  - Performance Improvement Conference
    (every six months to follow PMB)
  - Headquarters, Head of Department
    meeting to follow PMB
  - Force level two tasking

- Monthly Performance Management Board (PMB)
  - Ninth working day in each calendar month
  - Immediately following PMB, consultation
  - ACCs chair performance cluster meetings
    immediately following PMB
  - ACCs chair performance cluster meetings
    immediately following PMB
  - Performance Improvement Conference
    (every six months to follow PMB)
  - Headquarters, Head of Department
    meeting to follow PMB
  - Force level two tasking

- Monthly PMG meetings
  - Ninth working day in each calendar month
  - Immediately following PMB, consultation
  - ACCs chair performance cluster meetings
    immediately following PMB
  - Performance Improvement Conference
    (every six months to follow PMB)
  - Headquarters, Head of Department
    meeting to follow PMB
  - Force level two tasking

Process

- PMG’s initial scoping to inform PMB
- OCU’s area for improvement identified and
  signed by Performance Management Board (PMB)
- OCU’s SMT three-day awareness course
- OCU SMT meet with AGG and OC U team
  to discuss how the evaluation process
  continues
- OCU team receive training on Performance
  Management five-day course
- Territorial ACCs OCCU SMT/Head of PRD agree
  improvement work objectives at conclusion of
  this scoping (scheduled to take two working
  days).
- OCU and PMG begin improvement work
  immediately, identify headquarters staff that may
  assist.
- OCU and PMG continue improvement alerts
- Other HQ staff may contribute improvement work
  as agreed
- OCU SMT obtain OCU feedback regarding initial
  status report
- OCU SMT continue with improvement work with
  PMG facilitation
- OCU SMT return to OCU SMT and submit update
  on progress
- Obtaining OCCU feedback regarding second
  PMB status report
- ASCAP status complete
- Agreement of implementation plan
  approved by ACC, OCCU SMT and
  PMG

Implementation Phase

- Form the action plan for the implementation plan
- PSG appoint a Specific Point Of Contact (SPoC)
  for ongoing liaison with OCCU Action Manager

Documentation

- Performance improvement report
  to determine the social selected by
  PMU management and OCU SMT
- OCU SMT process improvement plan
- Produce steering document
- Produce action plan
- First PMB status report
- First PMB status report
- Second PMB status report
- Second PMB status report
- Improvement work report (produced)

Team status report
- Team status report
- Team status report
- Team status report
- Team status report
- Team status report
- Team status report
- Team status report
- Team status report
49. Development of tool to measure performance of Neighbourhood Policing Teams

**Source:** West Yorkshire Police

**Hallmarks:**

**Themes:** User satisfaction, Analysis, & Priority setting

**Roles:** Managers & Team Leaders

**Introduction**

Following the launch of Neighbourhood Policing across West Yorkshire in January 2005, the force required a tool to measure the performance of Neighbourhood Policing Teams (NPTs) and the success of reassurance activities.

**What they did**

- A methodology was developed to identify areas where the public have a disproportionate fear of crime compared to actual crime levels
- Reassurance hotspots are highlighted using data from the British Crime Survey (BCS) in combination with “A Classification of Residential Neighbourhoods” (ACORN) data. The BCS includes a number of questions about how worried the respondent is about different crime types. For example, “how worried are you about having your home broken into” and “how worried are you about having things stolen from your car”. All of the postcodes within the area under consideration are related back to their ACORN type and associated level of ‘fear’ for different crime types as determined by the BCS. This can then be used to produce reassurance maps which can assist with targeting reassurance activity effectively
- Neighbourhoods requiring reassurance activity are then targeted with a Neighbourhood Action Survey which has been designed to obtain a baseline of perceived levels of crime for the neighbourhood and details of the key priorities and issues of concern to the residents
- Once information provided from the survey is processed, the division is provided with a report identifying the key priorities of the community surveyed with detailed location maps of where those priorities exist
- The information obtained is then used to facilitate a targeted response to community intelligence in order to resolve local problems. This enables the development of action plans in conjunction with partners to target the priorities identified
- By undertaking a survey prior to a planned intervention a baseline level of fear of crime and disorder can be established

Following the implementation of the action plan a further survey can be distributed to measure the impact of police and partner activity on local problems and any changes in levels of reassurance

**What it involved**

**STAGE 1 - IDENTIFY HOTSPOTS**

- Production of reassurance maps to identify hotspots across each District by Corporate Development
- Design and printing of the surveys by Corporate Development
STAGE 2 - ENGAGE AND CONSULT
- Hand-delivery of initial survey by NPTs and partners
- Scanning, analysis and evaluation of returned surveys by Corporate Development

STAGE 3 - AGREE ACTION
- Development of action plans by NPTs in conjunction with partners addressing issues raised by respondents

STAGE 4 - DELIVER ACTION
- Actions undertaken and problems solved by NPTs and partners

STAGE 5 - ASSESS IMPACT
- Second (follow-up) survey sent out to the hotspot area to assess impact of action plan (by Corporate Development)

What impact it had
- Reassurance Mapping has helped to improve the focus and performance of Neighbourhood Policing Teams. It is being used to help target policing activity and resources to help improve public satisfaction and reassurance levels across the force.
- A recent survey of a targeted area in Wakefield District has illustrated the success of the methodology in increasing public reassurance and satisfaction. Here are some results from the follow-up survey following implementation of the action plan:
  - The number of residents who feel that crime levels in their neighbourhood are better than others in their county has increased by 12%
  - Levels of worry about being burgled, attacked or becoming a victim of vehicle crime have dropped by more than 10%
  - The number of residents who feel the police and other agencies are performing “well” in reducing ASB has increased by 22%
- The information obtained from the Neighbourhood Action Survey provides divisions with a greater insight into the characteristics of their population and identifies the areas where reassurance activities would have the greatest impact on public perception. The process actively engages with communities at local neighbourhood level to capture levels of reassurance and community intelligence to drive partnership action plans.
- The methodology assists the force in its focus upon Quality of Service, enabling community consultation and engagement at an individual level

Lessons learned
- It is clear from the issues raised in recent surveys that partner involvement is crucial for problems to be effectively addressed. Many of the issues identified do not require police action (e.g. graffiti, fly-tipping) but do affect the public’s sense of personal security and safety and must be resolved if levels of public reassurance are to be improved
- Evaluation of the response rates of piloted surveys which were delivered by post revealed that they are characteristically low at between 9% and 15%. In order to increase the response rates of these surveys and therefore the validity of the survey results, hand-delivery of surveys is now undertaken by NPTs and partner agencies. Recent response rates using this method have ranged between 22% and 49%.
- Recent surveys have tended to be for small targeted areas to ensure increased sample and response rates, and to ensure issues raised could be addressed with the resources available

Contact
For further information, please contact Sarah Carter, Corporate Review, West Yorkshire Police 01924 292257.
50. Development of performance review process for support departments

Source: West Yorkshire Police

Hallmarks: 6 3 5 11 2

Themes: Support departments

Roles: Executive, Managers & Team Leaders

Introduction
For some time the force had operated a comprehensive performance management process with its territorial BCUs. However, it was recognised that getting the best from the organisation necessitated the extension of effective performance management to all support departments too. One of the biggest challenges was a limited data set upon which to measure the performance of a wide range of specialist departments together with the lack of a process to hold departments to account for their performance.

What they did
A measurement framework was developed through a process of:

- Consultation with senior managers and the customers of support departments
- A review of industry 'best practice'
- The parallel development of a revised department planning structure
- The re-shaping of the existing force performance management
- Integration within the established force strategic planning process
- The enhancement of the force internal customer survey

The force used the product of this research to build a simple performance measurement framework for support departments that draws upon and integrates available performance information as well as the creation of new data in the form of an enhanced internal customer survey. The framework was implemented across the organisation by embedding the measures within local department plans which are refreshed on a quarterly basis.

What it involved
The support department measurement structure is based upon three groups of measures:

- **Strategic Measures** – These are corporate level measures owned by the department on behalf of the force. They are the outward facing measures that the force is judged upon. These are allocated to a department on the basis of their ownership of force, policy and typically include HMIC Baseline grades and direction of travel, Statutory Performance Indicators or force Policing Plan objectives
- **Local Measures** – These measures assess important contributions to support the delivery of strategic measures elsewhere. They might be measuring key stages of supporting processes or projects to other customers or be important measures of services internal to the department
- **Enabling Measures** – These are the generic measures of the way the department uses its resources to function effectively. These include measures common to all departments such as sickness, PDR, efficiency targets, call handling, generic staff and customer survey indices etc
The local plans form the basis of a performance review process for support departments where management teams are held to account by their functional Chief Officer and the Deputy Chief Constable for their department's performance against relevant measures and underpinning actions.

A quarterly review meeting to a generic agenda, with performance updates based upon the support department plan, enables functional Chief Officers or the Deputy Chief Constable to hold departments to account. Key stakeholders and Police Authority members are also invited to these reviews, where performance improvement actions are identified and recorded within department plans for subsequent monitoring and reporting to relevant Police Authority committees.

**What impact it had**

- The process has brought all functions within the force into a consistent performance management regime and made their accountability more transparent. Force level/corporate responsibilities are now recognised alongside more traditional performance measures as clear responsibilities of specialist departments, providing a more comprehensive performance regime that integrates corporate responsibilities within the formal performance review process.
- More comprehensive performance information is provided to the Police Authority to help satisfy their duty to secure an effective and efficient force.
- The process has created a better linkage between performance and planning with plans becoming living documents to help guide service delivery.
- It has also provided an efficient mechanism for managing change activity aimed at improving performance through employment of a computerised planning tool “ePlans”, where actions are recorded and monitored.
- For any generic measures it is possible to compare performance between departments and track performance changes over time. Typically, this is provided by the customer survey index ratings derived from each set of surveys.

**Lessons learned**

- The limited availability of data to measure the ‘specialist’ value added by support departments is a key challenge. The establishment of measurement systems to address this issue needs careful planning to minimise the data collection overheads, for example to obtain vital internal customer service feedback (See Appendix A).
- The generic design needs to be flexible enough to accommodate the changing policing environment and national measurement regimes. The approach developed effectively facilitates this and also benefits from a simple structure that can be readily communicated.
- Periodic refreshment of data-sets and flexibility of processes are necessary to maintain the relevance of the approach and suitable administrative support is required to ensure their effective execution.

**Contact**

For further information, please contact Ian Newsome, Corporate Review, West Yorkshire Police 01924 292244.
## Appendix A

### Customer Perception Survey - CORPORATE REVIEW

<table>
<thead>
<tr>
<th>Name of your Division/Department:</th>
<th></th>
<th></th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Quality Rating</strong></td>
<td></td>
<td></td>
</tr>
<tr>
<td>In the yellow boxes please record your division or department’s assessment of the services that you receive.</td>
<td></td>
<td></td>
</tr>
<tr>
<td><strong>Last Year’s rating indicated as a benchmark</strong></td>
<td>N/A</td>
<td>1</td>
</tr>
<tr>
<td>The support Corporate Review provide in relation to the planning process e.g. E Plans / local Planning workshops</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Provision of accessible Force Policy database containing relevant information that assists service delivery</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Supply of timely, accurate and complete statistical and management information (e.g. Daily crime statistics, weekly COG tables and INCA data)</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Provision of performance analysis and advice that supports management decision making (e.g. Traffic lights, Teampack, IMPACT, Corporate Review and OPR information, Activity Analysis, Surveys, Hot spot analysis)</td>
<td></td>
<td></td>
</tr>
<tr>
<td>The supply of facilitation services that support effective problem solving</td>
<td></td>
<td></td>
</tr>
<tr>
<td>The provision of project management support and advice that makes a positive contribution to project delivery</td>
<td></td>
<td></td>
</tr>
<tr>
<td>The provision of advice and support in relation to Freedom Of Information and Data Protection legislation (including training)</td>
<td></td>
<td></td>
</tr>
<tr>
<td>A Registry service that provides ready access to relevant information</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Other (specify).</td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

### Generic Rating

<table>
<thead>
<tr>
<th>Please indicate the extent to which you agree with the following statements</th>
<th>1 = Strongly disagree</th>
<th>2 = Disagree</th>
<th>3 = Slightly disagree</th>
<th>4 = Neither / Nor</th>
<th>5 = Slightly agree</th>
<th>6 = Agree</th>
<th>7 = Strongly agree</th>
<th>Additional Comments</th>
</tr>
</thead>
<tbody>
<tr>
<td>This department is in touch with and understands my business needs.</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>This department is responsive to requests for support.</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>It’s easy to make contact with the right person to deal with my issues.</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>There is an open channel of communication between ourselves and the department.</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>We are kept sufficiently informed of progress in relation to the support being provided.</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>When we take an issue to this Department they become part of the solution rather than the problem.</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>I am satisfied with the overall service provided by this department.</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
</tbody>
</table>
51. Quality Assurance Dip Sampling (QADS)

Source: West Yorkshire Police

Hallmarks: 2 3 4 5 6 7 8 9 10 11 12

Themes: Personal performance, User satisfaction & Analysis

Roles: Team Leaders

Introduction
- West Yorkshire Police needed to influence a culture of improved standards of public facing service
- Managers at all levels needed to be confident that their front-line police officers were delivering a professional, competent and polite service to the public
- Third party solutions were available but at a significant cost to the organisation

What they did
- Quality Assurance Dip Sampling (QADS) is the process whereby supervisors can influence service delivery. The system was tested in October 2005 and introduced across the force in January 2006, with on-going development of the product.
- A system was developed in-house to provide a workable solution to the prescribed issues
- Sergeants access an intranet page which is populated with the most recent Command & Control incidents relating to individual officer attendance
- The Sergeants then make telephone contact with the reporting person, and ask 10 standard questions relating to the quality of service received
- Sergeants are offered an example of how to open and close their statements, as well as advice on the format of the questions
- Constables receive feedback from their respective sergeants in regards to areas of improvement or informed on positive results by use of the Personal Development Review (PDR) system
- Data is collated by the HQ Performance Review department for further analysis

What it involved
- Different focus in analysis between HQ Performance Review and Divisions
- Corporate perspective - focus is to monitor the actual ‘doing’ of QADS
- Full data download provided for Performance Managers to conduct ad-hoc analysis
- Some areas recommended for analysis included:
  - Satisfaction levels by teams, individuals and by statement
  - Analysis of which incident types are resulting in what levels of satisfaction
  - Geographical mapping of satisfaction levels based on the results

What impact it had
- Provides the opportunity to pro-actively assess the quality of service delivery of members of staff in a structured framework
- Improves public satisfaction by demonstrating that the quality of service provided is a high priority.
- Where necessary provides an early opportunity for service recovery, which may otherwise remain unresolved
As a product developed ‘in house’ the opportunity is provided to amend and develop quickly in response to user feedback and tailor to the needs of individual departments.

QADS is believed to have assisted in improving the customer focused scoring that is undertaken by the HMIC.

For Divisional line management, QADS has been well received in assisting teams to help identify officers who may require extra training, and has also highlighted officers who perform consistently well in dealing with the public in a variety of scenarios. Entries have been included in officers’ Personal Development Records.

Our Deputy Chief Constable has used QADS information in internal Corporate and Operational Performance Reviews to ascertain the level to which a BCU has successfully followed the ongoing Quality of Service drive that has been undertaken by West Yorkshire Police.

In regard to the QADS - performance improvement would be best demonstrated by the improved annual police performance assessment grading for this aspect of service:

<table>
<thead>
<tr>
<th>Performance Areas</th>
<th>Delivery 2006/7</th>
<th>Direction 2006/7</th>
<th>Delivery 2005/6</th>
<th>Direction 2005/6</th>
</tr>
</thead>
<tbody>
<tr>
<td>Satisfaction and Fairness</td>
<td>Fair</td>
<td>Improved</td>
<td>Fair</td>
<td>Improved</td>
</tr>
<tr>
<td>1a Satisfaction with making contact</td>
<td>Fair</td>
<td>Improved</td>
<td>Poor</td>
<td>Stable</td>
</tr>
<tr>
<td>1b Satisfaction with action taken</td>
<td>Fair</td>
<td>Improved</td>
<td>Fair</td>
<td>Improved</td>
</tr>
<tr>
<td>1c Satisfaction with progress updates</td>
<td>Fair</td>
<td>Improved</td>
<td>Poor</td>
<td>Improved</td>
</tr>
</tbody>
</table>

Lessons learned

More work is required to continue with the improved perception of Quality of Service and QADS2 is currently in development (driven by a user group and feedback from users). This will provide more options for the Divisions and other Departments including:

- Ability to see the whole life of an occurrence from inception to resolution allowing for analysis of whether improvements are made in one of the key areas; letting the customer know what is happening with a crime.
- Ability for Divisions to concentrate on particular crime or incident type as dictated by trends in crime.
- Introduction of QADS to other departments:
  - Domestic Violence Co-ordinators
  - Scenes of Crimes Officers
  - CID
  - Communication Departments

Contact

For further information, please contact Ian Newsome, Corporate Review, West Yorkshire Police 01924 292244.