

Devon and Cornwall Police Authority Corporate Governance Committee
17th November 2009
Open for the purposes of FOI
Report of Deputy Chief Constable

Alignment of the Devon & Cornwall Constabulary's Performance & Risk Management Reporting Frameworks

Recommendation(s):

- (i) The Corporate Governance Committee to note the work done to date to align the Constabulary's Performance & Risk Management Frameworks.

Introduction / Summary

1. The Devon & Cornwall Constabulary has a long history of effective Performance Management processes. Over the last four years it has developed an effective Risk Management framework that operates down to BCU/ Department/ Function level.
2. Over the course of the last 4 months work has taken place to bring these frameworks into line so that more effective performance & risk management can take place across the business.

Background Information

3. The process of identifying, defining and measuring Performance within the Constabulary has developed over many years. The process by which success is measured has evolved to the extent that performance is now reported on by way of a scorecard approach. This is presented at both Force and BCU/ Department level.
4. The scorecards, as originally designed, included the capacity to display both quantitative (numerical data against targets/ Pis) and qualitative (progress in achieving milestones within a defined action plan to bring about improvement) data.
5. The data is displayed against four elements: Customers, Performance, Finance & People. This allows managers to gain a truly rounded assessment of activity against various performance measures.
6. Until recently Risk Registers were compiled alongside the Performance Management process but they were not integrated with it. Under direction of the Deputy Chief Constable it was decided to investigate the possibility of aligning the two processes, thereby allowing a diagrammatic representation of the risks being faced by the Force/ BCU/ Department, which could then be considered against performance.
7. Initial trials utilising the Corporate level Scorecard and Risk Register demonstrated the feasibility of the proposal. Some work had to be done to rationalise the 5 categories of the Risk Management process with the 4 categories of the Performance Management process. This was done electronically and the relevant guidance circulated to Planning & Performance Managers. This would enable them to re-categorise any of their risks as required. Corporately, 10 risks needed to be re-categorised. This ensured a better "fit" between the area of risk and the area of performance against which progress to monitor the risk could be assessed.
8. The Corporate Scorecard has now been published to reflect this new position and work is underway to publish the BCU/ Department scorecards in the same way.
9. The Corporate Scorecards and Risk Register are published on "Sharepoint".

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Date report collated: 27th October 2009

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