

## Devon and Cornwall Police Authority

### MINUTES

A meeting of the **Performance Management Committee** was held on Friday 9 December 2005 in the Conference Room, Endeavour House, Woodwater Park, Exeter, starting at 10.30 am.

#### Present:

Chairman.....Mrs J Owen

Mr M I R Bull, Mr C Bulley, Mr J Currie, Mr M Hicks, Mr S Malloni, Mr W D Thomas and Mr C Wallin

#### Officers in Attendance: -

**Police Force** Deputy Chief Constable N Arnold, R Bullock (Force Performance Analyst), E Townsend (Police Authority Liaison Officer), Chief Inspector J Meakin (Strategic Development Department) and Assistant Chief Constable (Operations) R Stowe [items 1 to 6 only]

**Police Authority** Richard Martin (Policy Officer)

**Guests** Detective Chief Inspector R Brown (Head of Community Support Unit) [items 1 to 5 only], Rachel Martin (ADVA Partnership Manager, (Against Domestic Violence and Abuse in Devon)[items 1-5 only]

#### PM/370 Apologies for Absence

Apologies for absence were received from Sir S Day.

#### PM/371 Declarations of Interests

Name	Agenda item	Type of interest	Nature of interest	Action
J Owen	5 – Domestic Violence	Personal	Chairman of ADVA (Against Domestic Violence and Abuse) Partnership	N/A

#### PM/372 Minutes

**RESOLVED** that the minutes of the meeting held on 9 September 2005 were confirmed and signed by the Chairman as a correct record.

#### PM/373 Committee objectives

The Policy Officer introduced a paper which laid down proposals for the future objectives of this Committee.

Issues discussed during consideration of this item included:

- On 7 November 2005, the Chairman of the Policy Authority stated that each sub-committee should have at least three objectives for the forthcoming year.
- Members suggested that a greater understanding of local issues would be gained by all Members having access to the notes of all the Police Authority/ Basic Command Unit (BCU) meetings rather than just those relating to their area.
- It appears that Crime and Disorder Reduction Partnerships (CDRPs) are making limited use of performance information. Members questioned whether the objectives could be used to influence

this in some way. It was decided there was little influence this Committee could have directly on CDRPs.

Mention was also made of the review of CDRPs initiated by the Government some twelve months ago. There is uncertainty over the result of this review.

The Policy Officer mentioned that the Police Standards Unit is working to better understand the relationships in performance variations between co-terminous CDRPs and BCUs.

#### **RESOLVED**

- a) That the Committee approves the objectives for the Performance Management Committee for the forthcoming year.

#### **PM/374 Domestic Violence**

The Chairman welcomed Rachel Martin, ADVA (Against Domestic Violence and Abuse) Partnership Manager, to the meeting.

The Head of the Community Support Unit gave a presentation on current performance and initiatives to tackle domestic violence. This included an update on progress in addressing the recommendations from Her Majesty's Inspector of Constabulary's (HMIC) report into domestic violence processes in the Force.

Issues discussed during consideration of this item included:

- The HMIC review was 'light touch'. To delivery against the recommendations, the Force has established a strategic group chaired by the Assistant Chief Constable (Operations). Training in domestic violence is an area of some concern. Despite this, over 3000 officers and 600 police staff have been trained to date. Performance management was seen as crucial to the continuing improvement in this area.
- The Force target for a minimum detection rate of 65% for domestic violence crimes is largely meaningless. By definition, once a domestic violence incident is reported the perpetrator is known (otherwise it would not be classed as domestic violence). Home Office counting rules oblige the Force to record all violent crime in the same way.
- The Domestic Violence Investigation Unit piloted in Plymouth had not been fully evaluated yet. The Multi-Agency Risk Assessment Conferences (MARACs) appear to be working well. However, the Integrated Domestic Abuse Programme (IDAP) tended to deal with the more hard-edged offenders and this was considered as having less of an impact.
- Historically, domestic violence officers performed mainly a victim-centered role and investigations sometimes suffered as a result. The new Plymouth model focuses more on the investigative process whilst having strong links with Women's Aid and Neighbourhood Beat Managers (NBM). There has now been a shift from a victim-centred approach towards investigation. This is in line with the National Centre for Policing Excellence model. The Plymouth MARACs has a brought to justice rate of approximately 70%.
- The ADVA partnership is supported financially by the police, Devon County Council and other partners. It takes a holistic approach by supporting victims and their families and has programmes in place to deal with perpetrators. There is still widespread ignorance to what domestic violence is. There is a perception of inconsistent service provision across Devon. The Deputy Chief Constable indicated that the Force contributed significantly to the ADVA partnership in terms of money, police officers and police staff.
- The ADVA Partnership Manager expressed major concern at the reduction in police support to victim care. This could have significant consequences for the victims and lead to the failure of offences brought to justice. The use of victim advocates was seen as the missing link in the

domestic violence management process. This has been raised as best practice by the Home Office.

The big increases in reporting of domestic violence is not solely down to police activity. The better the police get at dealing with domestic violence offences, the more crimes will be reported.

- The Assistant Chief Constable (Operations) stated there had been a big improvement in performance over the last 18 months and the Authority needed to debate whether the police have a role to play in supporting victims of domestic violence.

The Chairman thanked the ADVA Partnership Manager for attending the meeting.

#### **RESOLVED**

- a) That the report be noted.

#### **PM/375 Performance against the Annual Policing Plan (Targets)**

The Force Performance Analyst delivered a presentation on Force performance in relation to the Annual Policing Plan targets for the period 1 April 2005 to 31 October 2005.

Issues discussed during consideration of this item included:

- 11 of the 17 targets are being met. 12 of the 17 targets are forecast to be achieved by year-end.
- The target (number 1) to achieve at least a 75% level of service users who are satisfied overall with the service provided by the police stands at 75.1%. This places this Force 33rd out of 43 forces.
- The target (2) to achieve at least a 75% level of victims of racist incidents who are satisfied with the overall service provided by the police is achieving 74.4%. The sample size in this survey is small and, as such, large variations are seen from very small fluctuations in the numbers. Within the Most Similar Force (MSF), the Force is placed 3rd highest but below the MSF average.
- The target (3) to achieve a minimum reduction of 7% in British Crime Survey comparable recorded crime stands at a 7.3% fall. Plymouth is the only BCU where crime is rising. The Policy Officer informed the committee that the Strategic Development Department is to conduct a peer review of the BCU in an attempt to assess reasons for this. This peer review has now been arranged for 21 December 2005. The Deputy Chief Constable invited Members of the Police Authority to be involved with this.
- The target (4) to increase the number of offences brought to justice by a minimum of 16.8% is on target. This measure is improving. This is largely due to the increase in sanction detections. In response to a Member's question, the Force Performance Analyst indicated this increase was not solely a result of a rise in the number of Penalty Notices for Disorder. The Policy Officer raised the issue of South and West Devon BCU having a lower level of offences brought to justice than for the same period last year and whether the use of restorative justice outcomes affected this. The Force Performance Analyst suggested it was more likely to be due to the BCU starting from a lower base.
- The target (5) to achieve a sanction detection rate of at least 22.1% is being met and is forecast to reach 25.3% by year-end. Current performance places the Force 26th nationally. This year's target is a one percentage point rise on the end-of-year figure for 2004-2005.
- The target (6) to achieve a 65% detection rate for domestic violence is not being achieved, currently at 48.3%. As mentioned in an earlier item, the Assistant Chief Constable (Operations) indicated that this target was unhelpful as offenders are already known. A more useful target would be to increase the domestic violence offences brought to justice rate.

- The target (7) to increase the amount of assets recovered as part of the proceeds of crime act to a minimum of £1.3 million is off target. However, it is anticipated this target will be achieved due to several ongoing court trials which should generate significant asset seizures.

- The target (8) for all NBMs to complete on average more than 6 hours on beat related activities per shift is being achieved.

The Deputy Chief Constable reported that incentives had been built into the BCU Commanders' Performance Development Reviews (PDRs) with regard to achieving this target. Members expressed some concern that this was not the correct target to provide incentives for. It was suggested that, for the future, this target should be dropped but retained as a performance indicator only.

Members questioned the accuracy of the data. It was reported that these figures were calculated from self-assessment returns by officers and the data is considered to be 80% accurate.

- The target (9) to increase the percentage of time uniformed operational officers spend on visible policing activities to 60% currently stands at 59.1%.
- The target (10) to increase the percentage of the population of Devon, Cornwall and the Isles of Scilly who are aware of either the name of their local NBM or where they can find out that name to 25% currently stands at 28%.
- The target (11) to reduce the number of people killed or seriously injured in road traffic collisions by a minimum of 3% is on target and stands at a 10.2% drop.

Members challenged the apparent poor relative performance of South and West Devon which was the only BCU experiencing a rise.

The Assistant Chief Constable (Operations) suggested this may be due to there being fewer speed cameras in Torbay. Despite this, there is no certain link between speed cameras and road safety. Regular meetings are held with county chief engineers in an attempt to design-out collision blackspots.

The Chairman suggested this be raised at the next South and West Devon BCU/ Police Authority meeting.

- The target (12) to ensure no increase in the number of anti social behaviour incidents currently stands at a 10.1% rise. There is little meaningful comparative year-on-year data available and it is difficult to compare this Force to others. Last year saw the introduction of the National Standard of Incident Recording which raised the importance of this measure.
- The target (13) to answer a minimum of 90% of 999 calls in 10 seconds is off target at 86.7%. Members were concerned that this target was not being exceeded. The Deputy Chief Constable reported that this may partly be caused by misunderstandings within the Call Management and Communications Department regarding staff numbers. This meant staff were not being recruited to fill vacancies and performance dipped as a result. Extra money has now been made available and new staff recruited. It is anticipated performance will improve to meet target by year-end. The Chairman suggested that the Commander, Call Management and Communications Department should be invited to attend the next meeting of this committee to discuss performance issues.

The Policy Officer reminded Members that there was a body of work being conducted nationally and locally under the Citizen Focus domain. This included the HMIC thematic report into contact management: 'First Contact', the National Call Handling Standards, the Quality of Service Commitment and the single non-emergency number. These would all impact on measures such as these.

- Target (14) to answer a minimum of 90% of non-emergency calls in 30 seconds is on target at 91.1%.
- Target (15) to achieve a strength of 3,500 police officers by 31 March 2006 is on target and stands at 3,439 officers.

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- Target (16) to operate within (+/- 0.5%) of the overall funding base approved by the Police Authority is on target at +0.21%.
- Target (17) to generate at least £3.65 million of cashable savings for reinvestment and in overall terms achieve no less than £3.65 million in efficiency gains is forecast to be achieved.

(a) The Force Performance Analyst gave a presentation on Force forensics performance.

Issues discussed during consideration of this item included:

- More scenes are being visited and more fingerprints/ DNA lifts are being taken. More identifications are being made resulting in more crimes being detected.
- 32.7% of identifications have been detected, 5.7% of identifications had no action taken (down from 17% last month).
- Significant improvements have been made specifically in domestic burglary scene visits, fingerprints/ DNA lifts and identifications.
- There is still a considerable improvement that is needed but positive progress is being made.
- It is not appropriate to explain the increasing sanction detection rate purely on forensics performance improvement but it will contribute.
- The Lead Member for Forensics reported that the increased focus and priority that BCUs had put into this area had been the major factor in the improvements. The BCU forensic management posts will not be filled until February 2006 and should realise further improvement. Once the new staff are in place they will need the performance management tools to assist them. SOCRATES is the only suitable software package that is available.  
The Lead Member for Forensics thanked the Assistant Chief Constable (Operations) for his emphatic and resolute leadership in driving the performance improvements in forensics delivery.
- Members challenged figures presented to the Committee that indicated this Force spent 1.01% of its 2004/ 2005 budget on forensics. The Committee was advised these figures were unreliable due to varied recording methods in other forces. There was also little to link forensic spend on performance attainment as one fingerprint or DNA identification could detect numerous crimes.

(b) Members considered a report detailing the work being undertaken with regard to SOCRATES.

Issues discussed during consideration of this item included:

- Assistant Chief Constable (Operations) stated that there is a need to revisit the business case for SOCRATES to ensure it will provide what is expected. Other forces that have adopted SOCRATES did not complete business cases or feasibility studies. This means there is little useful comparative information to base a judgement against.
- The lead Members for Forensics stated that this Committee should be resolute to its commitment to deliver SOCRATES. There is no other viable option.

**RESOLVED**

- (a) That the report detailing Force performance in relation to the Annual Policing Plan targets for the period 1 April 2005 to 31 October 2005 be noted.
- (b) That the report detailing Force performance in relation to forensics be noted.
- (c) That the report providing an update on the SOCRATES project be noted.

**PM/376 Continuous Improvement Database**

The Chief Inspector, Strategic Development Department, presented a paper on the progress of recommendations held on the Continuous Improvement Database within the Strategic Development Department. A review of the report had been conducted by Force and Police Authority staff in an attempt to provide a straightforward format that provides the necessary information on an exception basis.

Issues discussed during consideration of this item included:

- Members stated the report format was not as clear as it could be and that further work should be undertaken to provide greater clarity.
- The report should provide greater detail about why recommendations have been closed.
- The volume of information on the Continuous Improvement Database makes clear and concise reporting problematic.

**RESOLVED**

- (a) That the report detailing progress of recommendations held on the Continuous Improvement Database be noted.
- (b) That the format of the report is further reviewed to improve clarity.

**PM/377 NCRS & NSIR Data Audit**

The Chief Inspector, Strategic Development Department, presented a paper on the findings from the National Crime Recording Standard & National Standard of Incident Recording data audits for the period 1 July 2005 to 31 September 2005.

**RESOLVED**

- (a) That the report be noted.
- (b) That the Committee is satisfied that the arrangements in place are sufficient to monitor compliance with the Standards.

The meeting closed at 1300 hours.