

Devon and Cornwall Police Authority

MINUTES

A meeting of the **Performance Management Committee** was held on Wednesday 12 June 2008 in the Conference Room, Endeavour House, Woodwater Park, Exeter starting at 10.00am.

Present:

Chairman Mr M Hicks
Mr C Bulley, Mrs L Dunn, Mr M Hodge and Mr C Wallin.

Officers in Attendance: -

Police Force

Deputy Chief Constable T Melville, Detective Chief Superintendent C Boarland (Head of Crime Department)[items 6 to 9], Ms A Poole (Head of Performance and Analysis) and Ms J Neale (Head of Scientific Support Services) [items 6 to 9].

Police Authority

Mr R Martin (Policy Officer)

PM/509 Election of Chairman

Mr M Bull nominated by Mr M Hicks.
Seconded by Mr C Wallin.
No further nominations.

RESOLVED Mr M Bull elected Chairman.

PM/510 Election of Vice-Chairman

Mr M Hicks nominated by Mr M Hodge.
Seconded by Mr C Wallin.
No further nominations.

RESOLVED Mr M Hicks elected Vice-Chairman.

PM/511 Apologies for Absence

Apologies for absence were received from Mr M Bull, Mr G Hicks, Mr D Money, Ms J Norton and Mrs J Owen.

On behalf of the Committee, the Vice-Chairman thanked Mr M Bull for his dedication and enthusiasm to his role as Chairman of the Performance Management Committee.

PM/512 Declarations of Interests

No declarations of interest were made in respect of any item on the agenda.

PM/513 Chairman's announcement

The Chairman stated that agenda item number 9 - Forensics Improvement Plan, would be taken in Closed session.

PM/514 Minutes

Issues raised during this item included:

- PM/502 – the last bullet point should read “*NSIR* compliance remains very good...”
- PM/505 – last paragraph on page 4 should read “The Chairman advised the Committee that he had some reservations about the accuracy of some of the updates as recorded on the Database and, following discussions with the Deputy Chief Constable, *has* asked for a comprehensive review of all outstanding recommendations.

RESOLVED that, pending the above amendments, the minutes of the meeting held on 23 April 2008 be confirmed as a correct record.

PM/515 Performance towards the Annual Policing Plan (Targets)

This report provided details of the Force’s performance against the Annual Policing Plan Targets for the period April to May 2008. The report was presented by the Head of Performance and Analysis.

Issues discussed during consideration of this item included:

- Satisfaction rates are improving well and on course for achieving target.
- Crime Reduction targets are being achieved with large reductions in serious acquisitive and serious violent crime compared to the same two months of last year. However, a continued focus is required to ensure this good performance is continued throughout the year.
- Criminal investigation is the area in which the Force needs to concentrate its efforts the most, particularly with regards to the 30% target for sexual offence detections.
- Performance data regarding the amount of uniformed officers’ time spent on visible policing is awaited. This information is gathered through the Activity Based Costing (ABC) surveys. These are now conducted quarterly but with each officer only expected to participate for one week instead of the two weeks previously adopted.
- Total crime sanction detection performance in Plymouth BCU is currently exceeding target.
- Crime Investigation Team (CIT) are being reinforced by ACC (TP) by building detection focus into staff annual Performance & Development Reviews (PDRs).
- There has been a reduction in the number of domestic abuse crimes but a rise in the number of incidents possibly due to officers intervening to prevent a situation worsening. Members expressed their gratitude to the officers and staff who are committed to preventing domestic abuse.

Members discussed the influx of visitors to the area, particularly during the summer months and questioned whether it was possible to identify how many crimes were committed by and to people visiting the Force area as opposed to the resident population.

With the current Force systems it was not possible to identify this detail. The Force had embarked on a project to replace the command & control and crime recording systems, following approval from the Police Authority, that may allow such analysis to be conducted.

The number of sexual offences has risen but the *number* of detections has remained largely stable. This has resulted in the detection *rate* falling.

The Head of Performance and Analysis provided Members with an explanation and update on the use of Lead Indicators and tolerance levels to gain a wider view of policing performance. This provides a snapshot of performance levels against

- total crime,
- sanction detection rate,
- screening rate,

- overdue crimes,
- workload and
- forensic attendance and conversions.

Managers are able to analyse performance by both Local Policing Area (LPA) and Lead Indicator to establish performance concerns and/ or trends. LPA Commanders are given flexibility to manage performance locally by way of tolerance levels. LPA Commanders will be called into the Performance Improvement & Tasking Group (PITG) chaired by the Deputy Chief Constable, should performance signal concern or in cases where good performance needs to be better understood and rewarded.

Members repeated their satisfaction with this approach as it provided a broader understanding of the pressures facing officers. Members were interested in how the tolerance levels had been established. The Deputy Chief Constable stated that they had been set through a combination of local expertise, past attainment and required levels of performance and are set in-line with the Control Strategy.

The Committee was presented with a list of the key drivers for user / victim satisfaction. Members pointed out that these were a reasonable expectation for good customer service in any organisation. One key way of improving user satisfaction was to contact the user/victim in a manner that suits them best rather than assuming a preference. The Deputy Chief Constable shared with the Committee an example of excellent customer service provided by an officer recently.

The Head of Performance and Analysis reported that following the first year of conducting victim satisfaction surveys by telephone rather than questionnaire, the response rate had doubled. There had also been five interviews conducted in a language other than English.

The Chairman thanked the Deputy Chief Constable and Head of Performance and Analysis for their report. The Committee also recorded its thanks for the way the Chief Officer Group was managing the deployment of the 200 officers to community-based roles which had received positive media coverage recently.

RESOLVED To note the report.

PM/516 NCRS/ NSIR Update

The Lead Member for National Crime Recording Standard and the National Standard of Incident Recording, Lynne Dunn, provided an update on the work she had undertaken since the last meeting.

Issues discussed during consideration of this item included:

- A visit by the Audit Commission last month to review the Police Authority's role in overseeing data quality issues appeared to go well. Its report is awaited.
- The minimum data standard compliance is currently in the high 80's. Section leaders in the Call Management and Communications Department are initiating checking resulting in some issues being resolved earlier.
- The Force Crime Registrar will be meeting with staff of the Child Protection Unit to clarify procedures regarding recording crimes within 72 hours.
- A quarterly report will be prepared by the Lead Member following the round of meetings in July with the Force Crime Registrar and Deputy Chief Constable.

Members were advised that HMIC had recently completed a Detections Audit. The minimum grading the Force will receive is 'Fair'. Several areas of the assessment are going to mediation, so there is a

possibility the grade could rise. The grading 'cap' will be lifted. The Head of Performance and Analysis indicated that the required standard was higher this year and the inspection had been a bureaucratic process.

Areas of weaker performance were around cautions, PNDs, and cannabis warnings.

The Lead Member expressed her thanks to the Force Crime Registrar for his hard work and that of his team.

RESOLVED To note the report

PM/517 Sexual offences

The Head of Crime provided a report on the steps the Force is taking to increase the detection rate for serious sexual offences.

Issues discussed during consideration of this item included:

- It is important for the Force to establish a clear picture of understanding of sexual offences, where they occur and what factors may cause them.
- The Force approach will be to focus on the three most common types of offence
 - Sexual assault of a female 13 years or over
 - Rape of a female aged 16 or over
 - Sexual assault on a female child under 13 years
- A comprehensive rape detection plan is in place. This was reviewed by this Committee at its last meeting. Other police forces consider the plan to be good practice and are seeing improvements. The Force is inviting the Home Office in to advise on how more can be achieved from the plan.

Members questioned the level of under-reporting of these crimes, as is the case with domestic abuse. The Head of Crime recognised that not all offences were reported but encouraging victims to come forward will always be a challenge. The Sexual Assault Referral Centres (SARCs) were seen as a key aspect of establishing the confidence of victims and persuading them to contribute to the investigation.

The Deputy Chief Constable stated that the 200 police officers being returned to community-based roles would assist here as it had been agreed with the Police Authority to place them in roles focusing on tackling anti-social behaviour, sexual offences and domestic abuse whilst increasing visibility.

The Head of Crime requested that the recommendations presented in the report not be resolved as they did not address the areas called for by the Committee. The Chairman agreed this but asked for a further update to be provided to the next meeting of this Committee scheduled for 10 September 2008.

RESOLVED To note the report.

PM/518 CLOSED ITEMS - EXCLUSION OF THE PRESS AND PUBLIC

RESOLVED that the item detailed in the table below be considered as closed items:

Minute number	Report Title	Relevant Act	Relevant section
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PM/519	Forensics Improvement Plan	Local Government act 1972 as amended by the Local Government (Access to Information Act 1985)	Information intended for future publication (s.22)
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PM/519 Forensics Improvement Plan

The Head of Scientific Services provided a report which progressed the issues raised at the last Committee in April, providing an improvement plan for the provision of forensic services in Devon & Cornwall Constabulary. The Plan is due to be presented to the PITG meeting on 13 June 2008 for approval but the Deputy Chief Constable indicated his satisfaction with the proposals.

Issues discussed during consideration of this item included:

- The Improvement Plan takes a holistic approach to the provision of forensic services across the organisation, the Forensic Chain. The most important elements of the new approach are
 - Forensic Chain (an end-to-end process approach to delivery, to avoid silo working)
 - the effective use of key performance indicators,
 - the regular monitoring and consistent management of staff and
 - a revised management structure to support improvement.
- SOCRATES, the forensic data management system, is now live in most areas across the Force. July 2008 will be the first full-month of data that can be loaded into it.

The Deputy Chief Constable made some suggestions that could be the basis of a Terms of Reference for the Forensics Task and Finish Group, agreed by the Police Authority at its meeting on 9 May 2008.

RESOLVED

- ii To note the contents of this report
- iii To progress from just looking at the Lanner and Carrier reports
- iiii To take an holistic approach to forensic performance by way of the Forensic Chain
- iv To progress with the Task and Finish Group

OPEN SESSION

PM/520 APA Guidance on Protective Services

The Policy Officer presented a paper summarising the contents of the Association of Police Authorities (APA) Guidance on the Police Authority's role in monitoring Protective Services.

The guidance is not yet complete as the areas of counter terrorism and extremism; civil contingencies; critical incidents and public order are still to be completed.

The guidance would be used for the forthcoming Protective Services Task and Finish Group, agreed by the Police Authority at its meeting on 9 May 2008

However, the Policy Officer stated he had been in conversation with the Chairman of the Performance Management Committee suggesting that the Task and Finish Group be postponed following the Exeter bombing incident on 22 May. It was argued that this was not the appropriate time to be starting scrutiny work at a time when the Force was deeply involved in such an important and complex inquiry. This view was shared by the Deputy Chief Constable.

The Committee agreed to recommend to postpone the Protective Services Task and Finish Group and review this decision at the Performance Management Committee on 10 September 2008.

In the meantime, the Police Authority can form an assessment of Protective Services performance and capacity from the forthcoming publication of HMIC's inspection into Major Crime. Further evidence can also be obtained from the Operation Shilton debrief in due course.

The meeting closed at 12.15pm