

## Devon and Cornwall Police Authority

### MINUTES

A meeting of the **Performance Management Committee** was held on Wednesday 23 April 2008 in the Conference Room, Endeavour House, Woodwater Park, Exeter starting at 10.00am.

#### Present:

Chairman ..... Mr M Bull  
Mr C Bulley, Mrs L Dunn [items 1 to 8], Mr J Rowe and Mr C Wallin.

#### Officers in Attendance: -

##### Police Force

Deputy Chief Constable T Melville [items 8 to 10], Acting Detective Chief Superintendent R Middleton (Head of Crime Department)[items 5 to 8], Dr R Bullock (Force Performance Analyst) and Ms J Neale (Head of Scientific Support Services).

##### Police Authority

Mr R Martin (Policy Officer)

#### PM/498 Apologies for Absence

Apologies for absence were received from Mr G Hicks, Mr M Hicks and Mr D Money.

The Chairman stated that the Deputy Chief Constable was currently engaged in an urgent operational matter and would attend the meeting as soon as he was available.

#### PM/499 Declarations of Interests

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

#### PM/500 Minutes

Issues raised during this item included:

- PM/491 – The proposals for Task and Finish Groups were provisionally agreed by Members at the Police Authority Seminar on 15 February. Formal recommendations will be presented to the Police Authority on 9 May 2008 for approval.

**RESOLVED** that the minutes of the meeting held on 30 January 2008 be confirmed as a correct record.

#### PM/501 Performance towards the Annual Policing Plan (Targets)

This report provided details of the Force's performance against the Annual Policing Plan Targets for the year April 2007 to March 2008. Members were provided with an updated copy of the report illustrating the latest out-turn performance which had not been available when the original papers had been circulated. The report was presented by the Force Performance Analyst.

Issues discussed during consideration of this item included:

- Eleven of the 16 Force targets have been achieved.
- Those not achieved are:
  - Offences Brought to Justice (OBTJ) - Performance at year-end was 26.7% against a target of 34%. This target is closely linked with the sanction detection rate, which tailed off slightly at the end of the performance year.

- Major Crime sanction detections – Performance at year-end was a 0.2% drop against a target increase of 10%. A significant proportion of this crime type consists of rape detections which are low and performance deteriorating. Rape detections were to be discussed later in the meeting.
- Proceeds of Crime Act - £1,654,204 has been seized under the Proceeds of Crime Act against a target of £2.3m.
- Domestic violence detection rate – this had not been achieved with a 3% increase against a target of 5%. The Chairman asked for this to be discussed further in the Rape Detection item later on the agenda.
- Road traffic collisions (killed and seriously injured) – despite recent successes from Operation Vortex, the number of people killed or seriously injured in road traffic collisions has risen by 59 against a target reduction of 20. The most dramatic rise has been seen in Devon BCU. The rise is seen as a result of a range of factors rather than any one particular issue.

Members discussed the Police Authority's decision to not keep this as a target for 2008/9 as the view had been taken that the police had limited impact on this target. The Chairman reported that he had attended a seminar of Traffic Senior Investigating Officers, some of whom had expressed their unease at road safety being dropped as a police target and their fears of a reduction in resources for this area of the organisation. The Chairman had subsequently received assurances from the Deputy Chief Constable that this would not be the case and collision reduction would remain a priority area closely monitored by the Performance Improvement and Tasking Group (PITG) which he chairs. Road collision reduction is also part of the nationally mandated indicator set and, as such, will be included in the Assessment of Policing and Community Safety (APACS) against which the Force will be judged for 2008/9. It will also be pursued through the County-wide Strategic Partnerships and the Local Area Agreements (LAA's).

The Chairman asked what lessons the Force and Authority should learn from the data presented. The Force Performance Analyst stated that there had been a significant improvement in satisfaction but a further push was needed to get the Force into the Top 10. Generally crime was down and detection rate up despite a slight dip toward the end of 2007/08.

It was anticipated that the Local Domain targets will be assessed as 'Excellent' based on current performance and dependent on moderation. In conclusion, there had been a step change in performance improvement but there was more to do to achieve the Authority's ambition for the Force to be placed in the Top 10 nationally.

Members stated that ACC Sharon Taylor had been responsible for a significant improvement in the Force's grasp of citizen focus.

Improvements in the local indicator performance concerning anti-social behaviour had also resulted in improvements to customer satisfaction measures.

The Chairman summarised by stating that those areas that had seen the best improvement were those which had received drive, focus and strong leadership.

The Force Performance Analyst provided a report on the new approach being taken by the Force to manage performance. The PITG meetings, chaired by the Deputy Chief Constable, which will continue

to be held two-weekly will be operating on rotating 3 week cycles with each meeting focusing on different themes.

Local Policing Area (LPA) commanders (now becoming offices held by Superintendents) will be called to account, along with their BCU Commanders, if performance within their area falls outside the tolerances agreed by the Deputy Chief Constable. The focus will be on supervision to understand what the LPA commanders are doing to improve performance locally.

Performance towards Force targets will be managed by focusing on Lead Indicators, those areas assessed as having the greatest impact on achieving the required levels of performance. Each Lead Indicator has tolerance levels within which performance fluctuations will be accepted.

The Chairman thanked the Force Performance Analyst for the update.

### **PM/502 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:

- From a low of 88% in December 2007, the Sexual Offences category is now showing at between 90.9% and 92.3% for the first 3 months of 2008. The Force monthly averages for 2008 were: January 96.6%; February 94.0% and March 95.9%.
- Criming by officers within 72 hours remains an issue. Currently there are over 100 logs that are over 72 hours old without being categorised. Better understanding is needed into 'no criming' rather than investigating an incident that may not result in a recorded crime.
- The next HMIC detection audit is scheduled for 9 June. Performance is likely to be weaker against TIC and PND finalised detections.
- NSIR compliance remains very good and a significant turnaround against last year's performance.

The Chairman expressed the Committee's thanks for the work the Lead Member had been doing and emphasised that it demonstrated the added value provided by the Police Authority.

### **PM/503 Rape Detection Improvement Plan**

The Head of Crime provided a report on the progress against the rape detection improvement plan. The plan was prepared in response to HMIC's 2002 inspection report 'Without Consent'.

Issues discussed during consideration of this item included:

- Victim care is seen as the single most important aspect for improving the detection rate for rape offences. This will lead to greater confidence in victims coming forward to the police and progressing with a case.
- All rape offences are overseen by the Duty Inspector and no crimes should go over 48 hours without being reviewed.
- Each LPA has at least 10 Sexual Offence Liaison Officers (SOLO) one of which is assigned to each victim for the duration of the case.
- The current rape detection rate is 16.8% against a national average of approximately 24%. The Brought to Justice rate is approximately 6% and this is consistent with the national

picture. Some rape offences are eventually convicted as lesser sexual offences yet the original crime remains as a rape as recorded to the police.

- Rape detection performance had not improved over the last year. The detection rate was almost 2 percentage points lower for 2007/8 than it was for 2006/7.
- Training in investigating sexual offences is being delivered to all detectives. This follows new legislation provided by the Sexual Offences Act 2003. The training is due for commencement by May 2008.  
Members expressed significant regret that this training had taken so long to be delivered and questioned where responsibility lay for this. It was reported that Learning and Development were responsible for prioritising training across the Force.
- The introduction of Sexual Assault Referral Centres (SARCs) across the Force will provide the opportunity for gathering intelligence on perpetrators without the necessity of an incident being crimined.

The Chairman asked for an update on rape detection performance to be brought back to this Committee in approximately 6 months time.

#### **PM/504 HMIC Phase 1 Inspection Report 2007 – progress against recommendations**

The Force Performance Analyst provided a report updating the Committee on progress towards the recommendations from the HMIC Phase 1 Inspection Report published in October 2007.

Members discussed the issue of sexual offences against children and asked for further information to be provided on the data relating to this area.

A preliminary version of the HMIC's follow-up report into serious, organised and major crime is with the Chief Constable for an accuracy check. This will be forwarded to the Chairman of the Police Authority once the draft is available.

**RESOLVED** to note the report.

#### **PM/505 Lanner and Carrier Forensic Management reports – progress against recommendations**

The Chairman provided background and context to the Police Authority's long-standing interest in forensics management in the Force. The Force had produced a body of reports and reviews into forensics management over the last eight years or so yet performance remained of concern to the Authority. This has resulted in the Police Authority specifying sanction detections (including forensics) as one of its five key performance priorities for 2008/9.

The results of the Lanner and Carrier studies into the Force's forensics provision were published in late 2004. These two reviews provided some 52 recommendations for improvement all of which have been stored and tracked on the Force's Continuous Improvement Database.

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. The Chairman expressed his frustration that four years on, several actions still had not been completed and that opportunities had been lost to greatly improve forensics provision and the subsequent uplift in sanction detection performance. Additionally several initiatives had been instigated in good faith but had failed to see improvements materialise.

Supervisory and management practices had been inconsistent in the past and as such the Force had taken the decision to revert to centralised control of the scenes of crime function. From 1 April 2008, scenes of crime staff will remain geographically based but become part of Scientific Support Services and so accountable to the Head of Crime Department.

Concerns were also expressed over certain aspects of a collaborative approach to sourcing selected forensic analysis services from third party providers. The way that the Regional Procurement project had been managed had caused significant problems for the Authority (e.g. the very late identification of TUPE issues), and there were now significant difficulties for the Force operationally.

The Head of Scientific Services reported that she has been tasked to review the outstanding actions from the Lanner and Carrier studies and determine the appropriate way forward. She is due to present her report to the Deputy Chief Constable on 2 May 2008.

The Head of Scientific Services provided her assessment of the current issues the Force faces for forensic services and its impact on sanction detection performance. Several challenges to forensic provision were currently being faced and workaround solutions were being adopted. The SOCRATES submission management system was due to be rolled out across the Force incrementally soon.

At this point the Deputy Chief Constable joined the meeting and conveyed to Members his real concerns with the performance contribution being made by some aspects of forensic services. He expressed the significant threat the Force and Police Authority face in achieving detection targets and the shared ambition of becoming a top performing Force. The Deputy Chief Constable invited the Police Authority to work jointly with the Force to oversee the work in response to the way forward report being prepared by the Head of Scientific Services. It was suggested that the Authority may wish to adopt a Task and Finish approach and act as a 'critical friend' to quality assure the project and assess progress.

In summary the Chairman stated the Committee

- shared the Deputy Chief Constable's concerns regarding the differing threats to performance due to forensics management
- welcomed the creation of a Task and Finish Group to work alongside the Constabulary to drive performance improvement
- to recommend to the Police Authority on 9 May 2008 that such a Task and Finish Group be established
- Eagerly await the Head of Scientific Services' way forward report
- Await assurance that the Force has the necessary resources to deal with the issues raised in the way forward report and,
- Ask for a report on the latest progress to be presented to the next meeting of this Committee on 12 June 2008.

**RECOMMENDED** that the report be noted and that a Task and Finish Group of three Members be set up to work with the Force through the resolution period of the difficulties being currently faced.

#### **PM/506 Anti Social Behaviour Orders (ASBOs)**

The Deputy Chief Constable presented a report providing information on the number of Anti Social Behaviour Orders (ASBOs) issued in Devon and Cornwall.

Issues discussed during consideration of this item included:

- Approximately 2000 individuals followed the escalation process, of these 130 received ASBOs.
- A breach of an ASBO is a criminal offence not the ASBO itself.
- ASBOs are intended to tackle low level anti social behaviour yet some are issued for more serious offences such as theft, violence and drug dealing.

The Deputy Chief Constable indicated that the report presented to Members lacked some information in that it did not identify the successes of the whole process prior to the issuing of actual ASBOs. This information will be obtained and provided to Members.

**RESOLVED** to note the report

### **PM/507 Outstanding Warrants**

The Deputy Chief Constable presented a report providing information on the number of fail-to-appear warrants that remain outstanding across Devon and Cornwall.

Issues discussed during consideration of this item included:

- The Office of Criminal Justice Reform (OCJR) has set a limit for the number of allowable outstanding warrants of 270 by March 2009. The OCJR sets targets for the Force in terms of speed and the number of warrants against the three categories of warrant.
- The Force will aim to reduce the number to less than this where possible. The current number is 267.
- The Force has successfully linked the Automatic Number Plate Recognition (ANPR) system to track individuals wanted on warrant.
- Outstanding warrants are monitored and managed via the Warrants Management System.

**RESOLVED** to note the report

### **PM/508 Chairman's announcement**

The Chairman advised the Committee that five Members of the Authority had completed the 4<sup>th</sup> and final foundation module of the 'Can You Manage It' performance management training on 15 April. These members were Mike Bull, Lynne Dunn, Martyn Hodge, Jo Norton and Jill Owen. It was felt that it would be beneficial to the Police Authority if these Members were appointed to the Performance Management Committee. There would also be scope for using their skills in studying and analysing data about specific areas of performance from time to time through a Working Group.

The Committee expressed its agreement to this, and accordingly it was

**RECOMMENDED** that the Authority agree to the establishing of a Working Group along the lines indicated to examine performance data about such specific areas of performance as shall be referred to it from time to time.

The Chairman stated he would discuss this with the Chairman of the Police Authority in due course.

The meeting closed at 12.25pm