

Devon and Cornwall Police Authority

MINUTES

A meeting of the **Performance Management Committee** was held on Tuesday 28 November 2006 in the Conference Room, Endeavour House, Woodwater Park, Exeter starting at 10.00am.

Present:

Chairman M Bull
C Bulley [item 4 onwards], M Hicks, S Malloni, D Money [item 4 onwards] and C Wallin.

Officers in Attendance: -

Police Force R Bullock (Force Performance Analyst)[item 7 only] and A Poole (Force Principal Analyst)[items 6 and 7 only].
Police Authority G Davey (Chief Executive) and R Martin (Policy Officer).

PM/423 Apologies for Absence

Apologies for absence were received from J Currie, Sir S Day and W Thomas.

PM/424 Declarations of Interests

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

PM/425 Minutes

RESOLVED that the minutes of the meeting held on 26 September 2006 were confirmed and signed by the Chairman as a correct record.

PM/426 The Role of the Performance Management Committee

The Chairman of the Committee thanked the Chairman and Chief Executive of the Police Authority for attending the meeting and welcomed their contributions to the important debate. He provided background to the discussions that had been initiated at the last Committee meeting around the role of the Police Authority in Performance Management. The Policy Officer had circulated a paper to Members in advance of the meeting identifying the consultation with key Police Authority and Constabulary staff that had taken place since the last meeting. These discussions had led to universal agreement and encouragement that the Authority should become performance driven and move to a position of more rigorous performance management. This was further endorsed by Members at the Police Authority Seminar on 23 November.

Issues discussed during consideration of this item included:

- The Police Authority needs to clearly establish the principle of calling the Chief Constable and his senior commanders to account for the performance of their relative business units.
- Expectation from the Police Authority that the Constabulary should adopt a united effort for corporate performance improvement rather than business units working outside the corporate framework.
- The production of the Police Authority's Strategic Plan is key to the way business will be conducted in the future. This will identify the resources, capacity and risks to the Authority for achieving its aims. The Chairman welcomed the announcement that someone had been identified to assist with the development of this Plan.
- Members discussed the way the Committee would operate in the future. The implementation of Task and Finish groups was supported but it was accepted that there was also a need for a committee structure of some sort. This would need to encompass the areas of human resources, corporate communications, performance and general purposes among others.
- The arrangements for Police Authority targets were discussed. Members agreed that the setting of the targets should sit separately from the body tasked with overseeing the achievement of them.

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The Committee agreed that the Planning and Consultation Committee should agree the targets, in consultation with the Constabulary and submit appropriate recommendations to the full Authority. Responsibility for managing the performance towards the targets would be held by the Performance Management Committee. The Chairman of the Planning and Consultation Committee supported this view. It was also endorsed by the Chairman and Chief Executive of the Police Authority. Again, Members emphasised the need to set strategic priorities for the Authority which would then determine objectives and targets.

- The Policy Officer suggested there might be a need for the Police Authority itself to set internal targets for its own improvement based upon the strategic priorities.
- The Chief Executive indicated that the Police Authority would participate in the selection process for Director level posts in the Force.
- The role and the importance of a Corporate Governance Committee was discussed, noting the criticality of it in overseeing the work of the Authority.
- The concept of better using the Committee Vice-Chairmen in some form of scrutiny tasks was discussed and it was noted that this would be likely to be addressed in the forthcoming Strategic Plan. The Chief Executive explained how the Police and Justice Act had made new provisions for Local Authorities scrutiny functions and the demands this may place on Members.
- Members discussed the difficulty of needing to have oversight of all Force activity whilst operating within the constraints of the Authority's own limited capacity. Areas such as criminal justice were cited as examples of where oversight was currently less than rigorous.

The Chairman outlined two areas of Force performance that appeared to be of immediate concern.

A high number of cases within Cornwall and Isles of Scilly BCU which were not taken to Magistrates Court because the administration within the BCU apparently failed to start the proceedings within the time limit. Unfortunately, attempted contact with the BCU Commander to pursue this had, as yet, been unsuccessful.

Following establishment of the Major Crime Investigation Team (MCIT) approximately 6 months ago, there appeared to be little increase in volume crime detection. This was following the recruitment of 60 of the planned 80 detectives for the Team being achieved, and consequently the levels of abstractions of detectives out of BCU's being reduced to minimal levels. It was noted that the Chief Constable himself had recently commented that there had been no significant increase in volume crime detection levels following the establishment of the MCIT.

The Chairman amplified on these issues for the benefit of Members of the Committee and the Chief Executive who all endorsed the need to call the appropriate senior officers to account at the next committee meeting.

After lengthy debate, the Chairman summarised the discussions

- The main drivers for the Police Authority were identified at the Seminar on 23 November 2006;
- The Authority required a refined organisational structure to deliver;
- Firm agreement that the Planning and Consultation Committee would set targets and this Committee oversee achievement towards them;
- A risk assessed approach to be adopted in the forthcoming Strategic Plan and in overseeing Force performance.
- The Performance Management Committee, through the full Police Authority should establish the methodology of holding the Chief Constable and his senior staff to account for Force performance.

RESOLVED

- i. The Committee noted the contents of the report
- ii. The Committee agreed that the Cornwall and Isles of Scilly BCU Commander should be invited to the next Performance Management Committee to speak about the BCU's apparent poor performance in administering cases for Magistrates Court
- iii. The Committee agreed that appropriate senior officer(s) should be invited to the next Performance Management Committee to explain why volume crime detection had hitherto apparently failed to improve following the recruitment of additional detectives and the operation of the MCIT.

PM/427 The Priorities of the Performance Management Committee

The Chairman stated that the issue of priorities of the Performance Management Committee had been sufficiently covered in the previous agenda item and did not require further discussion.

PM/428 HMIC Baseline Assessment 2006

The Policy Officer introduced a paper outlining the HMIC Baseline Assessment 2006 and the service delivery grades that had been awarded. It was explained that this would be the last inspection of its type as in future a risk-based approach would be adopted. However, areas graded as poor and/or declined would be subject of follow-up by HMIC in the near future. These are Neighbourhood Policing and Problem Solving, Managing Critical Incidents and Major Crime, Improving Forensic Performance, Reducing Anti-Social Behaviour and Human Resource Management. HMIC are not following up reducing ASB, as it is still good although declining. The Committee highlighted this as an additional area of interest on top of the five HMIC focus areas.

Issues discussed during consideration of this item included:

- The Chairman suggested that the Committee should exercise oversight of the progress being taken by the Force to respond to HMIC's Assessment. It was proposed that the focus of this oversight should primarily be upon the five areas identified as poor and/or declined. Along with these five areas, it was suggested 'Leadership' should also be considered for close scrutiny. This area was graded as 'Fair' but a 'direction of travel' judgement was not given as it was not assessed nationally by HMIC last year.
Members supported these five areas with the addition of Leadership particularly considering the events of the last year in the Force. It was also considered sensible to maintain close oversight of this area given the significant senior officer movements taking place in the Constabulary.
- HMIC require an Action Plan to be prepared detailing how the "Work in Progress" and 'Areas for Improvement' will be addressed. The Action Plan also needs to be approved by HMIC. All 'Areas for Improvement' and 'Work in Progress' measures will be recorded on the Continuous Improvement Database maintained by the Professional Standards and Services Department. Members asked for the Action Plans relating to the six priority areas should be presented to the next meeting of this Committee.
- It was agreed that where an existing Authority Committee was exercising oversight of a key area (for example the Human Resources Committee over the field of HR services) then it was right for that Committee to be doing the work on reviewing the quality and adequacy of the Force performance in those areas on behalf of the Authority, and the PM Committee should not risk either depriving the relevant Committee of that role or duplicating its activity.

RESOLVED

- i. That the report be noted.
- ii. To recommend to the Police Authority that the critical areas highlighted by the report which the Authority should focus upon in the coming year are:

- Neighbourhood Policing and Problem Solving
 - Managing Critical Incidents and Major Crime
 - Leadership
 - Improving Forensic Performance,
 - Human Resource Management and,
 - Reducing Anti-Social Behaviour
- iii. To recommend to the Police Authority that the remit of the Performance Management Committee includes the oversight and co-ordination, through the appropriate Committees, of all the actions arising from the HMIC Baseline Assessment 2005/06.

PM/429 Performance against the Annual Policing Plan (Targets)

The Force Performance Analyst presented a report detailing performance towards the Force targets for 2006/7.

Issues discussed during consideration of this item included:

- British Crime Survey comparable crime rose 1.2% (523 crimes) between April and October 2006 compared to the same period in 2005. This is largely due to increases in criminal damage. Crime levels are monitored weekly and problem profiles produced to analyse trends. Assistant Chief Constable (Territorial Policing and Criminal Justice) is to chair a Volume Crime Working Group to look into the strategic and tactical options to address this area. Members welcomed this but questioned why it had taken until now to establish this Group. It was recognised that lots of work has been taken forward at local level and there was now the need to draw this together strategically and identify examples of good practice
- The sanction detection rate for total crime stands at 24.4% against a target of 27%. The Force Performance Analyst explained that options for converting administrative detections to sanctioned detections were now exhausted. Members questioned whether the current detection rate was largely a result of procedural improvements rather than better crime detection management. It was suggested that a combination of the two was likely.
- The Force is unlikely to achieve the target of answering 90% of emergency calls within 10 seconds (currently at 81.2%). The rate has fallen steadily since the beginning of the year.

The Chairman summarised and reflected the Committee's great disappointment that only 4 of the 16 targets were forecast to be achieved at year-end, based on current trends

Members briefly discussed the arrangements for agreeing the annual targets for 2007/08. As debated earlier, it was suggested that the Planning and Consultation Committee would lead on this in close liaison with this Committee. Initial consultation with key staff would take place at the Performance Practitioners Group on 5 December 2006. Following this, a Force consultation paper would be prepared for submission to the Authority for consideration.

The Force Performance Analyst recommended that the targets for 2007/08 should remain largely unchanged with maybe a few minor amendments to existing targets rather than introducing new ones. It was also suggested that it may be desirable to adopt some inward-facing targets to address areas such as staff morale and confidence and/ or leadership. The Force Principal Analyst indicated that the Force is currently undertaking leadership audits across the Force as part of Performance Management Reviews. Members called for feedback from these audits in due course.

RESOLVED that the report be noted.

The meeting closed at 12.50pm.