

Devon and Cornwall Police Authority

MINUTES

A meeting of the **Performance Management Committee** was held on Wednesday 30 January 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, Mr G Hicks, Mr M Hicks, Mr D Money, Mr J Rowe and Mr C Wallin.

Officers in Attendance: -

Police Force

Deputy Chief Constable T Melville, Acting Assistant Chief Constable (Operations and Crime) B Pennington [item 6 only] and Ms A Poole (Head of Performance & Analysis)

Police Authority

Mr R Martin (Policy Officer)

PM/487 Apologies for Absence

There were no apologies for absence.

PM/488 Declarations of Interests

| Name | Agenda Item | Type of interest | Name of interest | Action |
|----------|-------------|------------------|------------------|--------|
| C Bulley | 6 | Personal | | N/A |

PM/489 Chairman's announcement

The Chairman stated that Agenda Item 6 – Automatic Number Plate Recognition, would be taken in Closed session.

PM/490 Minutes

Issues raised during this item included:

- PM/479 – The target to answer 90% of non-emergency calls in 30 seconds includes those calls abandoned and not as stated in the draft minutes.
- PM/479 – The Members who attended modules 1, 2 and 3 of the APA Can You Manage It performance management training were Mr M Bull, Mrs L Dunn, Mr M Hodge, Mrs J Norton and Mrs J Owen. Further modules will be completed in due course. The concept of Task and Finish Groups is still under discussion.
- PM/480 – Issues around the future of the Lead Membership scheme are to be discussed in the Protocols Group on 20 February.
- PM/480 – The Chairman has been in discussion with the Chairman of the Police Authority to clarify the definitions of protective services and protecting vulnerable people. This will be covered in the later agenda item on protective services.
- PM/482 – The Chairman and Vice-Chairman of the Committee met with the Deputy Chief Constable and Head of Performance and Analysis on 18 December 2007 to discuss provisional arrangements for Force targets for 2008/9 and 2008/11.
- PM/483 – A progress report on the recommendations emanating from the Lanner and Carrier Reports would be presented to the Committee in June 2008.

RESOLVED that the minutes of the meeting held on 27 November 2007 be confirmed as a correct record.

PM/491 Guidance for police authorities on the performance monitoring and scrutiny of protective services

The Association of Police Authorities commissioned a Guidance Document to be prepared to assist Authorities better understand and apply scrutiny to the important areas of major crime, serious organised, cross-border crime, counter terrorism, extremism, civil contingencies, critical incidents, public order and strategic roads policing; collectively known as protective services.

The Committee agreed that protective services was an area of great importance and this had been recognised by including it in one of the Authority's performance priorities. The Chairman stated protective services still remained reasonably new to the Authority's scrutiny function and this document would help guide the Authority forward.

All Members of the Committee had received the APA guidance document with the agenda papers. The document contained considerable detail and it was therefore accepted that the Committee would not examine the document in detail here.

Members recognised the critical nature of this work. It was understood that a significant amount of work was in development on a regional basis. Members felt that Devon and Cornwall was sometimes overlooked for national acknowledgement and often had examples of good practice that went unrecognised.

The Chairman pointed out that the Protocols Group had made proposals to the Chairman's Group for the establishment of Task and Finish Groups. The Task and Finish approach was further discussed and broadly agreed, pending further development, by the wider membership at the Police Authority Seminar on 28 January 2008.

It was agreed that protective services lent itself well to the Task and Finish Group concept, subject to agreement by the Chairman's Group in consultation with the Chief Executive. This Group could further examine the Guidance and consider how best the Authority can better work with the Force in this area whilst realising its duties for scrutiny. The Chairman invited Committee Members to volunteer to become part of such a Group. Those expressing an interest were Mr Bull, Mr Bulley, Mrs Dunn, Mr M Hicks, Mr Rowe and Mr Wallin.

The Deputy Chief Constable also welcomed this approach and felt the importance of the Authority understanding the level of risk as well as the current performance towards protective services. This would assist in determining the Authority's involvement in the measurement and monitoring of this area of performance.

Her Majesty's Inspectorate of Constabulary (HMIC) is preparing threshold standards to apply to minimum attainment levels for protective services, these are expected soon. The Force will outline how it will address these measures in its Policing Plan for 2008-2011.

The Committee considered protective services to be of such importance that a presentation should be made to the full Authority. This would be more appropriate once the proposed Task and Finish Group had had time to establish itself.

PM/492 Performance Against the Annual Policing Plan (targets)

This report provided details of the Force's performance against the Annual Policing Plan Targets. The report was presented by the Head of Performance and Analysis.

Issues discussed during consideration of this item included:

- Marked improvements were being seen in victim satisfaction levels. Performance for the ease of contact measure within this target for April to December 2007 had improved the Force's position from 32nd nationally to 10th, with further improvement predicted.
The Chairman praised this significant improvement and welcomed the radical and innovative work being taken forward by the Call Management and Communications Department to address this key area of performance.
The Deputy Chief Constable stated some of these substantial benefits had been seen as a result of embracing the Lean process improvement methodology. This looks at better understanding workflow and stripping out unproductive activity. The Lean approach will be rolled out across more Departments in the Force in the coming months.
- A concerted effort was being seen to improve sanction detection levels for domestic violence crimes. This was currently just below target at a 4.8% increase.
- The Force is not on target to achieve the 10% increase in major crime sanction detections. This target was established to help enhance performance management from the broader view of crime to a more specific focus on serious/ violent offences.
The majority of crimes within this category are rapes and woundings. Increases have been seen in detecting these offences but Members questioned how much further this could be realistically expected to improve. The Committee were updated on how 'back office' work had been streamlined and support functions enhanced, for example the establishment of Sexual Assault Referral Centres (SARCs).
- The total crime sanction detection rate continues to be achieved, currently at 28% and 1 percentage point above target. The Deputy Chief Constable stated that despite already reaching the target, he had instructed BCUs to continue to push for further improvement. The success in this area needed to be fully understood but it was anticipated it was a result of a variety of dynamic and intrusive performance management activity across the Force, particularly in the areas of Crime Scene Investigators (CSIs), workload management and investigation processes.
It was accepted that whilst the Force had improved performance well to attain the target, the public's interpretation of success may be different.
The Chairman took this opportunity to briefly update Members on the recent SOCRATES forensics management tool trialled recently in Devon BCU. It was stressed that the key benefits of the system would be lost if it was not managed properly. The Deputy Chief Constable recognised that some earlier initiatives in forensics management had not been as successful as hoped. He went on to outline some significant decisions that had been made by the Chief Officer Group recently concerning the strategic management of certain Force resources. This included that forensics management would be centralised and fall under the control of the Head of Crime. The principle of establishing Heads of Profession in key business areas was a concept presented to and accepted by the Police Authority last year. These changes were part of the continued drive towards becoming a Top 10 performing Force by 2011.

PM/493 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:

- The removal of the 'miscellaneous' category should lead to more accurate recording of logs.
- Over 21,000 fewer logs created between April and December 2007 than the same period in 2006.
- NCRS compliance for sexual offence logs is below the required threshold and is therefore being audited thoroughly.
- NCRS compliance is sometimes compromised by officers failing to crime the offence within 72 hours.
- NSIR compliance has improved significantly. For November and December the 90% standard was exceeded for the first time.

Lynne Dunn thanked Staff and Officers for their hard work in improving NSIR compliance.

The Chairman expressed the Committee's thanks for the work the Lead Member had been doing.

PM/494 CLOSED ITEMS - EXCLUSION OF THE PRESS AND PUBLIC

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

| Minute number | Report Title | Relevant Act | Relevant section |
|----------------------|----------------------------------------------------------------|-----------------------------------------------------------------------------------------------|---------------------------------------------------------------------------------|
| PM/495 | Automatic Number Plate Recognition (ANPR) | Local Government act 1972 as amended by the Local Government (Access to Information Act 1985) | (S.31(1)(a) – Law Enforcement – Prejudice the prevention or detection of crime) |
| PM/496 | Arrangements for setting targets for 2008-2011 | Local Government act 1972 as amended by the Local Government (Access to Information Act 1985) | Information intended for future publication (s.22) |
| PM/497 | Domestic Violence Sanctioned Detections in Plymouth BCU | Local Government act 1972 as amended by the Local Government (Access to Information Act 1985) | (S.31(1)(a) – Law Enforcement – Prejudice the prevention or detection of crime) |

PM/495 Automatic Number Plate Recognition (ANPR)

The Acting Assistant Chief Constable (Operations and Crime) presented a report providing detail on the Force use of Automatic Number Plate Recognition (ANPR).

Issues discussed during consideration of this item included:

- Developments in the use of ANPR technology over recent years. This necessitated improvements in back office support and processes.
- The Force has reviewing the benefits of ANPR to ensue it is getting the most benefit from its functionality.
- ANPR assists performance in a variety a ways from locating those wanted on warrants to capturing serious crime suspects.

The Chairman thanked the A/ACC for the update and wished him well for his forthcoming retirement.

RESOLVED to note the report.

PM/496 Arrangements for setting targets for 2008-2011

The Chairman advised the Committee that he and the Vice-Chairman of the Committee had met with the Deputy Chief Constable, The Head of Performance and Analysis and the Policy Officer on 18 December 2007 to explore the initial proposals around the format of targets for April 2008 and beyond.

At this meeting, the Deputy Chief Constable illustrated the proposal of establishing 3-year targets complemented by one-year renewable milestone targets to support the Force in aiming to become a top performing Force. A top performing Force has since been defined as being within the top 10 Forces nationally against a series of measures and meeting and maintaining national standards in Neighbourhood Policing and Protective Services.

Importantly, behind the targets lay a comprehensive range of Statutory Performance Indicators (SPIs) and Key Diagnostic Indicators (KDIs) mandated for central collection by the Home Office. In many cases, these provide adequate opportunity to effectively manage performance across the breadth of policing activity.

As this year, the Force has identified a range of Lead Indicators beneath each target. Lead Indicators are areas of policing activity which contribute to the attainment of a particular target. These provide an early sign of performance changes and allow action to be taken to address areas of need.

This approach was subsequently presented to the Police Authority Seminar on 28 January 2008, at which Members broadly supported the concept.

Several queries were raised both at the Seminar and during the Committee which were addressed by the Deputy Chief Constable. Members reported that they were content with these answers.

Call handling has long been an issue of particular interest to the Police Authority. This Committee and the Community Engagement Committee, on 1 November 2007, called for the existing targets around the quantity of calls answered within target time to be replaced with a more effective measure of the quality of this service. However, this presented problems in terms of assessing the Constabulary against other Forces as no nationally collected data was available for comparison. Instead, it was proposed that the survey-based broader measure of general satisfaction, not just answering calls be adopted. Members supported this approach.

Proceeds of Crime Act – The Force will still be required to contribute towards the Local Criminal Justice Board (LCJB) target but will not have a standalone target in its own right. Similarly, the Killed and

Seriously Injured (KSI) reduction target is tied-in with the long-term Association of Chief Police Officers (ACPO) 10 year target.

The Head of Performance and Analysis advised that the Force awaited the outcomes of Local Area Agreement (LAA) negotiations within the Force area. The Force would use its influence where it could to align targets and avoid skewed priorities.

Following agreement to the approach outlined in the reports, the Deputy Chief Constable suggested that Members would be presented with proposals at the Police Authority meeting on 15 February 2008. The targets finally will be approved at the formal Police Authority session on 14 March 2008.

RESOLVED to note the report.

PM/497 Domestic Violence Sanctioned Detections in Plymouth BCU

The Deputy Chief Constable provided Members with an update on work being undertaken by Plymouth BCU to improve its sanction detection rate for domestic violence.

Issues discussed during consideration of this item included:

- The Deputy Chief Constable instructed that an Action Plan be produced to address areas of need.
- Improvements have been seen since the Action Plan has been in-force.
- The BCU is understanding the issues it faces better and learning from the improvements being made.
- Members thanked the staff and officers in the BCU for their hard work in achieving this improvement.

RESOLVED to note the report

The meeting closed at 12.25pm