

## Devon and Cornwall Police Authority

### MINUTES

A meeting of the **Performance Management Committee** was held on Wednesday 31<sup>st</sup> March 2010 in the Conference Room, Endeavour House, Woodwater Park, Exeter starting at 10.00 hrs.

#### Present:

Chairman: Mrs L Dunn

Members: Mr M Bull, Mr B Jenkin, Ms J Norton, Mrs J Owen, Mrs L Williams.

Also present Mrs L Price (Chair of Protecting Vulnerable People Working Group)

#### Police Authority

Mr R Martin (Policy Officer), Mrs G Clifton (Administrator)

#### Constabulary

Acting Deputy Chief Constable D Simpson and Ms A Poole (Head of Performance Analysis).

#### PM/598 Apologies for Absence

Apologies had been received from Mr M Hicks, Lady Stanhope and Ms J Zito.

#### PM/599 Declarations of Interests

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

#### PM/600 Minutes

**RESOLVED** that the minutes of the meeting held on 27<sup>th</sup> January 2010 be confirmed as a correct record subject to amending PM/594 second bullet point to read "The Policing Pledge had finite targets that were monitored by this Committee but the Community Engagement Committee had oversight of it."

Matters arising:

PM/592 third bullet point – the new scorecard would be available from 10<sup>th</sup> April 2010 after which the Performance Analysis Working Group would be reconvened to consider the actions needed and to determine in which Committee or working group of the Authority these should be monitored and scrutinised.

PM/592 last bullet point – the final version of the Public Confidence Communications Strategy would be ready at the end of April 2010 and would then be forwarded to members for feedback before the next meeting. It would also be circulated to the Community Engagement Committee and any other members that wished to see it.

PM/593 – the Community Messaging Service (CMS) was now being promoted at Police Authority Liaison Meetings.

PM/595 – there would be no report on National Crime Recording Standard and National Standard of Incident Recording compliance as the quarter finished on the date of this meeting. A report would be given to the next meeting but if there was any action needed sooner members would be notified.

#### PM/601 Performance Report

The Head of Performance Analysis introduced the key findings from the recent Police Report Card from Her Majesty's Inspectorate of Constabulary (HMIC).

- The HMIC had recently published the Police Report Cards for each Force. The information used was collected at different times and therefore some was older than others. In some areas significant progress had been made since then; this had been fed back to HMIC and some of the new information had been taken into account. Devon and Cornwall Police had received 'Fair' for confidence along with most other forces. A full presentation on the Report Card results would be given to the Police Authority Seminar on

22 July 2010. This would identify which of the committees had responsibility for the different aspects of the Report Card.

Issues raised by members during consideration of the Report Card results included:

- The Force was still only 35<sup>th</sup> on the top down target although it had performed well on Value for Money (VFM) - this would be covered in more detail at the Resources Committee on 1<sup>st</sup> April before going to the full Police Authority. The VFM of the Police Authority should be included as well as that of the Force.
- The Police Authority needed to be assured that action had been taken in the areas that had been identified as needing improvement. This meeting would focus on up to date information on the issue of 'harm'.
- Members were concerned that the Force had scored poorly in the area relating to 'People'. This is a critical area that underpins the entire work of the Force. It was agreed that the Human Resources Committee should look at this aspect in more detail and that the Report Card would be circulated to the Chairs of all the committees. The Force responded that 'People' measures, although important, would not improve quickly and could not be managed in the same way as other performance measures.

The Head of Performance Analysis introduced the performance report that provided details of Force performance towards the Policing Plan targets for the year with the focus on protecting people from harm.

- At the Performance Management Committee on 9<sup>th</sup> June 2010, a full year's data would be available. Some of the targets set for 2010-11 by the Police Authority were very challenging and work had started in some areas towards achieving these.
- Figures for Serious Violent Crime would still be provided to the Committee but comparative figures would not be available as other forces would not be publishing it in the same way. The Force was moving towards prevention of these crimes rather than just response. The 331 crimes that had been reported were being scrutinised to assess if any of them could have been predicted e.g. domestic violence. Other crimes such as drunken attacks were less predictable. Members requested that an analysis of these crimes and the action plan be provided to the next meeting on 9<sup>th</sup> June 2010.
- The 2011 target set by the Police Authority on Public Confidence was particularly challenging. The British Crime Survey (BCS) surveyed 1000 people per year. Each quarter 250 people came off the quota to be replaced by another 250 therefore it was difficult to achieve radical changes quickly.
- Devon and Cornwall's own survey follows the 'confidence' question with another – "Why do you say that?" This gives much more information than the BCS. The Home Office had provided some funding for increasing the number of surveys for 2009/10 only. The information was not comparable with other forces as different interview methods are used.
- In the BCS survey an answer of "Don't know" is not an option. There is some evidence that this response is similar to "Neither agree nor disagree" responses.
- People who have contacted the Force within the last six weeks are surveyed for the 'ease of contact' score. The Force was now 14<sup>th</sup> in the country compared with 42<sup>nd</sup> two years ago.
- Progress had been made with user satisfaction over anti-social behaviour incidents but there would be more focus on it this year as it might affect the public confidence question.
- Although numbers of victims of Black and Minority Ethnic (BME) incidents are small there had been significant progress in increasing satisfaction levels. However, there are a small number of victims who are satisfied with the response to an incident but whose overall satisfaction is low. This is because it is not the first time they have been a victim.
- There had been consistent improvement in Positive Outcomes. LPAs were increasingly using Restorative Justice Solutions with some very innovative solutions. Devon and Cornwall is one of the top forces for embracing this type of outcome. Next year's target is even more challenging.

Issues raised by members during consideration of this item included:

- The Devon Strategic Partnership had piloted a scheme 'Total Place' in three areas which was now being rolled out. All public sector bodies would be facing budget cuts and so were looking at ways of cohesive

working and tackling issues together. By deploying resources in different ways money could be saved for many services.

- The force suggested that rapid improvement to the confidence score in the BCS were unlikely, however, the figures had been seen to drop by several percentage points very quickly so it was obviously not impossible for the same rapid change in the other direction.
- The significant number of "Don't know" responses in the local survey might be attributable to the fact that this is a low crime area.
- The 'ease of contact' performance had improved but there is still evidence that people are kept waiting for a long time. It might be helpful to install a device that informed callers where they are in the queue.
- Restorative justice outcomes happen quickly. The increase in confidence as the time lag caused by the judicial system often decreases confidence in victims.

### **PM/602 Improving Public Confidence Action Plan Update**

The Police Authority Chairman introduced the update on the actions taken and progress being made to increase public confidence in line with the single Home Office target.

Issues raised by members during consideration of this item included:

- The Force had been highly focused on this issue and much work had been done. The Home Office had written to the Chair of the Police Authority who had to respond to the issues raised and there had been discussions with NPIA, HMIC and others. The Chief Executives and Leaders of a number of local authorities had been briefed about the nature of the problems as confidence in their organisations was included in the figure.
- In general the Home Office was impressed by the amount of effort going in to increasing public confidence and satisfied with the grip that the Chief Officer Group (COG) and the Police Authority had on it. Clear and firm leadership had been demonstrated and an action plan for addressing the problem had been developed so there were no plans to escalate the issue. However, it would like greater analysis of the local survey, which asks about confidence in the police only.
- The Home Office had mentioned the possibility of providing help to understand why levels are dropping when so many other measures are going in the opposite direction. The Government Office would analyse the possibility that the recent restructuring of local authorities might have affected confidence. There would be analysis of the 'Neither/Nor' responses in light of the fact that this is a low crime area.
- The data used has a long lag time as the work was done on September 2009 figures and results from the local surveys were very different. The number of 'Disagrees' had stayed the same, the 'Neither/Nors' had risen and the 'Agrees' decreased. It was important that the Police Authority kept a focus on this issue to ensure that the Force keeps to its action plan. The action plan had been updated, expanded aligned to the route map and a gap analysis done. The final version was not yet complete.
- The BCS covered all parts of the country where mostly crime is much higher, members asked how Devon and Cornwall compared with other low crime areas, and do they also have low levels of confidence? If a person had little or no experience of crime they would be more likely to answer 'Don't know' or 'Neither/nor'. Were any follow up questions asked e.g. were people asked what they expected of the police? Many people would put parking or speeding in rural areas, whereas in urban areas the priorities might be different.
- The Force responded that it was approaching the problem in several ways. A peer review process had been carried out where officers and staff had been asked to look at what was being done in their area to increase public confidence. The process was carried out for a whole week and documents produced outlining what was found in each LPA and what they should concentrate on. Each LPA Commander has had feedback on the review as to what had been done well and what could be done better. It was likely that a different message was needed in different areas. An LPA that had many people saying they did not think the issues that are important to them were being dealt with would require a different approach to one that had a lot of 'Don't knows'. Senior staff were also being encouraged to go out and experience what is happening in the field and checking that everyone plays their part in the action plan. It was important to make sure that everyone understood their part to play in public confidence.

- The Force was currently drawing up terms of reference for the support required. There were three main areas of concern:
  - (i) The force was 38<sup>th</sup> lowest in the level of agreement that police and local councils seek people's views about anti-social behaviour and crime issues
  - (ii) The extent to which people felt they were kept informed had declined from 34.7% to 30.3%, the lowest level nationally.
  - (iii) The question "Do the police treat everyone fairly?" had fallen from 74.9% to 68.6% the 9<sup>th</sup> highest level of agreement.
- Members asked whether the last question made it clear that it was asking about police in your local area otherwise national incidents could affect the response. The Force responded that some work had been done on this and although the question is clear it was not possible to rule out external events affecting the answer.
- With regard to the follow up question, Devon and Cornwall's own survey asks "Why do you say that?" The responses are then analysed. NPIA had researched other forces that ask a similar question (not all do) and will be able to look at the variation across many areas. The BCS only asks a follow up question if the person disagrees, it asks what anti-social behaviour or crime issues have not been dealt with. NPIA has analysed responses to that question. The data has not been rigorously checked yet and cannot be published but it has been given to Devon and Cornwall so that the Force can act on it. The NPIA has also looked at another low crime area and is doing some comparison of the figures. The general view is that if a person has no experience of anti-social behaviour or crime they are likely to answer 'Neither/Nor'. There is a balance to be struck between informing the public about what the police are doing and risking an increased fear of crime. The confidence problem is extremely complex and will require a large amount of analysis
- Confidence is now a standing agenda item on LCJB meetings and the Force is initiating a Quest type approach to the whole criminal justice system. The hope is to find benefits in an end-to-end approach to victims.
- The NPIA had stated that Devon and Cornwall had more variation across Community Safety Partnerships than other forces.
- The Community Messaging system could be valuable in getting different messages to different areas as it could be postcode specific.
- The Police Authority Chairman then outlined the contents of the response letter from the Home Office that had arrived. It stated that they had assessed the action plan and the diagnosis of the problem had also been reviewed. It was clear that the Force had a grip on the problem and it would therefore give them the opportunity to implement the plan. The Home Office intended to explore the data more fully and provide a wider analysis of the local survey data. It recommended that there should be more partnership actions with the CSPs and LCJBs. It intended to look at the low level of crime, seasonal factors and do some internal analysis of the possible effect of the local authority restructuring (Cornwall and the Unitary Authority bid by Exeter). There would be some comparatory work on forces that are doing well in their confidence levels and on the time lag in the data. It unlikely that this would produce immediate change as a lot of the issues are about culture and attitude.

**RESOLVED** (i) to note current performance and progress made against delivery on the action plan.  
 (ii) To receive regular updates at each Performance Management Committee on progress against the plan

### **PM/603 Protecting Vulnerable People Working Group Annual Report**

The Chair of the Working Group introduced the report which provided a summary of the work undertaken by the Group since its first meeting in December 2009. Issues raised by members during consideration of this item included:

- Each of the members of the Group has individual expertise. They had looked at the HMIC inspection reports and decided on any necessary actions. For Children’s issues there is a self assessment of the Police Authority on how they hold the Force to account.
- There are notes and actions for each meeting but the report provided to this committee was sufficient for information purposes unless there are any specific issues. This was a good example of how the Chairs of all of the working groups should report back to the appropriate committee.

**RESOLVED** that a similar report be brought annually to the Committee and additional feedback provided by exception when necessary.

**PM/604 Consideration to Exclude the Press and public**

**RESOLVED** that the agenda item detailed in the table below be considered as a closed item.

Agenda Item no	Report Title	Relevant Act	Relevant Section
8	ACPO Rape Support Programme Review	Local Government Act 1972 as amended by the Local Government (access to information Act)1985	Schedule 12A, Paragraph 14. Any action taken or to be taken in connection with the prevention, investigation or prosecution of crime.

**PM/605 ACPO Rape Support Programme Review**

The ACC (Crime and Operations) introduced the report and provided an overview of progress made against the recommendations from the ACPO Rape Support Programme conducted in November 2009.

- Opportunity for further improvement lies in the following areas:
  - a- An improved meeting structure.
  - b- Improved initial response. An e-learning package had been developed by Devon and Cornwall that gives initial response training, which package had now been adopted across the UK. The package contained filmed scenarios e.g. victim drunk, male on male rape, domestic related etc. The package was designed for call handling staff, first response officers etc. Members could try this but might need a ‘police’ email address. A demonstration either at HQ or the PA Office is to be arranged by the (Crime and Operations) so members can see this at first hand.
  - c- Improved sexual offence liaison officer (SOLO) delivery. Currently these officers have other jobs but the Force was working towards a designated unit of around 20 dedicated officers, centrally managed. There would be a further report to the September meeting of this Committee on progress.
  - d- Closer working with the Crown Prosecution Service (CPS). Performance management meetings had been instigated, there was a better escalation procedure and some of the CPS decisions were being challenged.
- All actions were monitored through the Rape Action Plan and were on the Development database.

Issues raised by members during consideration of this item included:

- The e-learning programme must identify the key people who need this training and ensure that systems are in place to guarantee it happens. There was some doubt among staff whether e-learning worked and many officers do not have access to a computer. The cascade briefing system would be used to notify appropriate staff. Some staff must have the training and there were others whom it would be ideal to train.
- Staff responsible for recording incidents have a 72 hour compliance rate for sexual offences; if they underwent the training it might discourage them delaying recording as a crime until further evidence was available.

- The quality of the files was important. Each rape file is seen by a Detective Inspector who reviews the file at certain intervals.

**RESOLVED** to receive regular report on the progress of the review

There being no other business the meeting closed at 12.50hrs.

### Actions from last meeting

Grey shading indicates complete

31.03.10	Minutes	PM/592 third bullet - the new scorecard available around 10 <sup>th</sup> April	Task and Finish Group to be reconvened to consider actions from the new scorecard	R Martin	Task & Finish Group arranged for 26.05.10	<b>Completed</b> 17.05.10 RM
31.03.10	Minutes	PM/592 last bullet – final version of Public Confidence Communications Strategy ready by end of April	Forward to members of Performance Management Committee for feedback before the next meeting; also to Community Engagement Committee and any others who wish to see it.	A Poole to forward to R Martin	Action forwarded 13/04/10 Elaine. A Poole clarified that she would ask again for this to be forwarded to PA. 17.05.10 RM Strategy received by RM on 18.05.10 & forwarded to PM Committee & CE Committee Members.	<b>Completed</b> forwarded to PM Committee & CE Committee Members 18.05.10
31.03.10	Minutes	NCRS and NSIR report	To be brought to next meeting (09.06.10)	L Dunn	to be on agenda for 09.06.10 Committee. 17.05.10 RM	<b>Completed</b> On agenda for 09.06.10
31.03.10	Performance Report	HMIC Police Report Card results	Full presentation on the results to next but one members' seminar with information about each committees responsibilities	R Martin	Added to agenda prep for PA Seminar 22.07.10	<b>Completed</b> 17.05.10 RM
31.03.10	Performance Report	HMIC Police Report Card Poor performance in the area relating to people	HR Committee to look at this and the report card results circulated to all Chairs	R Martin	L Price (Vice Chair of HR Committee) to raise at HR Committee on 11.05.10	Discussed at HR Committee 11.05.10. Report Card to be discussed at

						Police Authority Seminar in July 2010.
31.03.10	Performance Report	Analysis of the 331 Serious Violent Crimes to identify any that could have been predicted	Analysis and action plan to be brought to next meeting (09.06.10)	D Simpson	Added to agenda prep for PM Committee 09.06.10. Action forwarded 13.04.10 Elaine Townsend	<b>Completed.</b> To be presented to 09.06.10 Committee. Report now to include analysis of all serious violent crimes
31.03.10	Protecting Vulnerable People Working Group Annual Update Report	Reporting frequency to the Committee	That a report be provided annually and additional feedback provided by exception as necessary	L Dunn	Added to agenda prep for March 2010	<b>Completed</b> Added to agenda prep for March 2010
31.03.10	ACPO Rape Support Prog Review	The e-learning package developed for initial response staff	Check whether members would need a 'pnn' email address to access the training package	D Simpson	Demo to be provided to Members at the next meeting (09.06.10)	<b>Completed</b> Short demo following 09.06.10 meeting
31.03.10	ACPO Rape Support Prog Review	Centralised unit of designated SOLO officers	Further report to be brought to September meeting	D Simpson	Added to PM Committee agenda prep 09.09.10.	