

Draft

Devon and Cornwall Police Authority

MINUTES

A meeting of the **Performance Management Committee** was held on Tuesday 27 November 2007 in the Conference Room, Endeavour House, Woodwater Park, Exeter starting at 10.00am.

Present:

Chairman Mr M Bull
Mr C Bulley [items 1 to 5 only] Mrs L Dunn, Mr M Hicks, Mr D Money, Mr J Rowe, Mr W Thomas and Mr C Wallin.

Officers in Attendance: -

Police Force

Deputy Chief Constable T Melville and Ms A Poole (Head of Performance & Analysis)

Police Authority

Mr R Martin (Policy Officer)

PM/476 Apologies for Absence

Apologies for absence were received from Mr G Hicks.

PM/477 Declarations of Interests

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

PM/478 Minutes

Issues raised during this item included:

- PM/470 – “office” should read “offer”. “Operate” should read “operates”. “Investigatory” should read “investigatory”.
- PM/470 – Cornwall and Isles of Scilly BCU has four financial investigators, not 2 as mentioned.

RESOLVED that, subject to the amendments above, the minutes of the meeting held on 18 September 2007 be confirmed as a correct record.

PM/479 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:

- The Chairman stated that current performance was satisfactory with the exception of an increase in the number of people killed or seriously injured as a result of road traffic collisions.
- The offences brought to justice target is currently not being achieved. Despite uncertainties over crime levels making output performance difficult to predict, it was thought the target would be attained by year-end.
- Plymouth BCU has a lower detection rate for domestic violence offences than the rest of the Force. The Deputy Chief Constable reported the Force had an Action Plan in place to rectify differing levels of performance. The Chairman asked for a report on this to be presented to the next meeting of this Committee.

- In respect of call handling debate centered on whether the Force was able to measure the abandoned call rate. It was believed that this data was available. The target to answer 90% of non-emergency calls within 30 seconds related only to those calls received and did not count abandoned calls.
- Members considered the target to reduce the number of people killed or seriously injured as a result of road traffic collisions. Members felt there was a limit to the influence the police had in achieving this target. It was recognised as a true partnership issue that required equal contributions from Highways and Local Authorities, traffic police, road safety and safety camera partners. The Local Area Agreements that are under negotiation for 2008 should identify whether Local Authorities consider road safety to be a priority. This may provide the Force and the Authority with some leverage in holding partners to account for their contribution to reducing road deaths and injuries.

The Committee discussed the format of the report that had been presented for this item. It was felt that whilst the report provided a high-level overview of performance information it did not contain sufficient information to allow a more detailed level of challenge. It was also recognised that the Committee format was not best suited to this. The Chairman suggested, and the Committee supported, the establishment of a Group to look on a regular basis and in more detail at Force performance and it was AGREED that this should be comprised of the five Authority Members who had recently undergone the Modules 1, 2 and 3 of the APA Performance Management training. This would allow a more thorough investigation into the data and a better understanding of the issues affecting performance.

PM/480 HMIC Phase 1 Report

The Chairman introduced the paper which outlined the recommendations emanating from the HMIC's report published in October and the Chief Officers they have been assigned to.

Several of the recommendations in the report related to the Police Authority. The Committee was updated by the Chairman on some preliminary action that had already been taken. In this context it was noted that each of the matters in relation to which the Authority (as opposed to the Force) was identified as needing to take actions, the actions required centred around the issues of Lead Members. The principles related to this area of Member activity had been identified for attention from the Protocols Group and this was happening. In relation to the question of the Authority appointing a new Lead Member for each area of activity to work closely with the Force, the Committee Chairman had raised the issues with the Chairman of the Authority and this awaited his thoughts and attention. It would be discussed between the Committee and Authority Chairman further.

PVP Overview

Rec. 3 -The Police Authority has reviewed its engagement in the Protecting Vulnerable People disciplines and a new lead member is shortly to be identified.

The Protocols Working Group is currently looking at the Lead Membership model operated by the Police Authority. This work will have a direct impact on this recommendation. The matter is also to be discussed between the Committee and Authority Chairmen

Domestic Violence

Rec 1 -The Police Authority has reviewed its engagement in domestic violence matters and a new lead member is shortly to be identified. Police authority support provided in respect of domestic violence could be improved.

This issue will also be addressed by the Protocols Working Group. The matter is also to be discussed between the Committee and Authority Chairman

Public Protection

Rec. 1 - Greater active involvement by the Police Authority in relation to public protection would be welcomed by the Force. There is very little support provided in respect of public protection.

This has been flagged to the Chairman of the Police Authority. The boundaries between this topic (public protection) and protective services appear confused. This is being addressed by the Chairman of the Performance Management Committee.

Missing Persons

Rec. 4 -A more intrusive stance by the Police Authority on Protecting Vulnerable People issues would be welcomed by the force. While there is a strong lead given on children's issues, there is potential for detailed oversight in other key areas, specifically missing persons.

Again this issue is being progressed between the Chairman of this Committee and the Chairman of the Authority.

The Deputy Chief Constable reported that all the recommendations from the report would be stored and monitored on the Continuous Improvement Database.

The Chairman asked for a progress report against these recommendations to be brought to the April 2008 meeting of this Committee and this was AGREED

RESOLVED to note the report

PM/481 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.

Issues discussed during consideration of this item included:

- There is the opportunity for some 'quick wins' in improving performance by tightening up form-filling standards.
- TICs – the Home Office mandated process to enable additional offences to be taken into consideration is bureaucratic. There was a possibility that some potential TICs were being lost. The Deputy Chief Constable stated the size of the issue wasn't known but was not thought to be great.
- Mobile data – the Force is investigating the options this technology offers.

The Chairman expressed his thanks for the work the Lead Member had been doing.

PM/482 Target setting 2008/9 and 2008/11

Members considered a report on the arrangements for agreeing short and medium term targets for the Constabulary.

Issues discussed during consideration of this item included:

- Having noted that the report referred to the potential definition of a “top performing Force” as being in the top eleven Forces in the country, the Committee agreed that a “top performing Force” should be defined as within the top 10 Forces nationally. This would provide some limitations to what can be selected for targets as not all performance data is available to the national level.
- The Committee agreed that the call-handling targets should be revised. It would be better to replace the current two targets which only covered initial call answering at the switchboards with a measure of performance aimed at the overall telephony service. This would then provide an assessment of the quality of the service provided to the public rather than the simple speed of initial call answering service. The Force representatives agreed with this suggestion and would work on it. It had also already been agreed by the Community Engagement Committee.
- The Chairman reiterated the call for the road traffic collision reduction target to be reviewed to better assess the police contribution towards it.
- It was suggested the Proceeds of Crime Act recovery target also needed re-examination. It currently was not a true reflection of police performance
- Members agreed that a joint Police Authority & Force Working Group should be convened to discuss the process and advise on the appropriate targets for 2008 onwards. The Chairman and Vice-Chairman of the Performance Management Committee would attend this group along with another volunteer from the Committee. Members were invited to volunteer to join the Group and it was AGREED that the Chairman should select from those who did volunteer

RESOLVED to note the report.

PM/483 Update on Police Authority Performance Priorities

The Chairman introduced a report which had been prepared in response to his request for an assessment of the current position of work activity in respect of the six key priority areas for attention by the Committee during this year which comprised the Police Authority’s performance priorities for 2007/08.

The Chairman addressed the recommendations under each priority in turn, viz:

Leadership

The Lead Member for Leadership had reported to the Committee earlier in the meeting (and before he had had to leave the Meeting) that he had not yet undertaken work on this area and intended to have a discussion with the Chairman of the Police Authority regarding this.

The Committee reviewed the present position in terms of the top leadership of the Force and levels of satisfaction with that. After some discussion it was AGREED that the Authority should be recommended to remove this topic from the Priority List because of current widespread satisfaction with the leadership given to the Force by the Chief and Deputy Chief Constables, supported by the Chief Officer Group.

The Chairman reinforced the message that the Police Authority had adopted this Priority topic at a much earlier time and when there was then uncertainty about the future of leadership of the Force. The

Force was now in a stable and effective state in terms of leadership following the top appointments. Nevertheless it was a matter of regret that each of the three Assistant Chief Constables are still appointed on a temporary basis and it would be some many months yet before it would be even possible to change that situation. This was not within the control of either the Chief Constable or the Authority at this time. However, the Committee wanted to be clear that these concerns did not reflect any criticisms of the officers currently holding those temporary appointments.

Neighbourhood Policing

Upon invitation from the Chairman, the Member leading the Special Project into Neighbourhood Policing, Carl Wallin, provided an update on his work to the Committee. He would expect to be able to present a detailed report on this work to the Committee in the Spring. The Chairman expressed his thanks for this work and stated it was an area the Police Authority still needed to understand better.

It was AGREED that a set of indicators and targets that can be used to assess the effectiveness of Neighbourhood Policing (in line with the NPIA guide) would be progressed in line with the target setting process discussed earlier in the meeting.

The question of assessing the Force's delivery of Neighbourhood Policing and specifically its compliance with the national standards would be included within the Special Project which had just been discussed.

The question of follow-up of the recommendations and areas for improvement from the HMIC Inspection published on 9 October 2007 had been discussed earlier in the meeting. An update will be presented to the Committee in April 2008.

Communications

In respect of call handling, the report under consideration had suggested that the Committee should revise the targets (currently 10 & 11) which focus on quantitative performance and instead look to introduce a target that better focuses attention on 'secondary' call handling and call service quality. This has already been provisionally agreed by both this Committee and the Community Engagement Committee on 1 November 2007.

The Committee AGREED that it should review the performance towards call-handling targets whatever they become in detail twice a year and call senior officers to account as appropriate. The Committee agreed with this.

It was also AGREED that the Committee should ask for an update on the work of the Call Handling Working Group and on the status of its work.. This is a joint Force / Authority group established to review proposals for the future direction of call management. The Committee agreed with this.

It was also AGREED that it would be right for the Community Engagement Committee to receive a report of the output from Communications Working Group. It was desirable that there should be some clarity around the reporting lines and arrangements for the Communications Working Group and its timescale for reporting in respect none of those present at this meeting were able to give explanations.

Detections (including forensics)

It was felt to be important for the Committee to continue to keep a watching brief on overall sanction detection performance to ensure it remains above target and in an upward trend. This was Agreed.

The Committee was also concerned that it should be checked that progress had been achieved in respect of all the recommendations and actions originally proposed from the Lanner and Carrier reports. The Deputy Chief Constable stated an update on these recommendations would be provided.

After discussion, the Committee asked for a report from the Force as to how forensics performance potential will be realised over the coming year and its contribution to the overall sanction detection achievement. This will be provided to the Committee in June 2008 to allow time for the embedding of new SOCRATES software package and the changed working practices that are being put in place as a result of the requirements of that new system .

The Committee asked for an explanation from the Force as to why the domestic violence detection rate in Plymouth BCU remains significantly below that of the other BCU's, what is being done to address that matter, and what results are being achieved as a result in improving the levels of performance. This had also been discussed earlier in the meeting. It was agreed the Force would provide a report to the next meeting of this Committee.

Protective Services

The Chairman reported on APA work that was on-going to result in the publishing of APA guidance for Police Authorities on how to monitor and scrutinise protective services performance. This was expected by Christmas. The Committee agreed to await this publication and AGREED that as soon as it was available a copy should be made available to every member of this Committee.

When this has happened, it was felt that a meeting of the Performance Management Committee should be dedicated to protective services to fully update Members and improve knowledge and understanding of this area.

A suggestion that the Committee should participate in a joint piece of work between the Authority and Force to enable better working between the two in scrutinising protective services, whilst ensuring this work does not hinder Force delivery, was considered and it was AGREED that this should be discussed further at the next meeting of the Committee subject to the then availability of the APA guidance.

Human Resources

As mentioned in the report, this area is the remit of the Human Resources Committee. The Chairman of the Human Resources Committee stated he was reasonably comfortable that the Committee was addressing the issues of importance. This was noted with satisfaction.

PM/484 Delegated Powers

The Chairman introduced the paper which is to be considered by all Committees. The Police Authority constitution allows for certain powers to be delegated to Committee level.

Members felt that the only power included in Appendix A to the Report which should be delegated from the full Authority to this Committee was the third one – the power to call for a report on areas requiring performance improvement actions.

RESOLVED that the Authority be recommended to include this delegation in its working arrangements.

PM/485 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 |
|----------------------|-------------------------------------------------|-----------------------------------------------------------------------------------------------|---------------------------------------------|
| PM/486 | NPIA National Protective Services Analysis Tool | Local Government Act 1972 as amended by the Local Government (access to information) Act 1985 | Section 22 - Subsequent publication planned |

PM/486 NPIA National Protective Services Analysis Tool

The Head of Performance provided an overview of the National Protective Services Analysis Tool developed by the National Policing Improvement Agency designed to assess the local demand for protective services.

Issues discussed during consideration of this item included:

- The tool has been issued for consultation and will eventually be publicly available.
- The information contained in the database, which in many cases is historic, is reported as assessing demand but there is a risk that it will be interpreted as a measurement of threat.
- Data is not presented in relation to population size nor identifies the proactive work Forces have contributed since the data was produced.

The Chairman expressed the Committee’s scepticism and reservations about the analysis tool.

RESOLVED to note the report

The meeting closed at 1.00pm