

## Devon and Cornwall Police Authority

### MINUTES

A meeting of the **Performance Management Committee** was held on Friday 9 September 2005 in the Conference Room, Endeavour House, Woodwater Park, Exeter, starting at 10.30 am.

#### Present:

Chairman.....Mrs J Owen  
Mr M I R Bull, Mr J Currie, Mr M Hicks, Mr W D Thomas and Mr C Wallin

#### Officers in Attendance: -

**Police Force** Superintendent I Ansell (Force Performance Manager), R Bullock (Force Performance Analyst), E Lewis (Police Authority Liaison Officer), Chief Superintendent L McGrath (Commander, Strategic Development Department) and Assistant Chief Constable (Operations) R Stowe [items 1 to 5 only]

**Police Authority** R Martin (Policy Officer)

**Guests** Detective Chief Inspector R Brown (Head of Community Support Unit) [items 1 to 7 only] and Detective Sergeant S Perkins (Victim Centered Crime Unit) [items 1 to 7 only]

#### PM/360 Apologies for Absence

Apologies for absence were received from Mr C Bulley, Sir S Day, Mr S M Malloni and Mr D Money.

#### PM/361 Declarations of Interests

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

#### PM/362 Minutes

PM/355 – (d) The Police Authority Liaison Officer presented figures received from the Finance Department relating to budget spend on forensics.

2005-2006 £2.75million (1.12% of net revenue budget)

2004-2005 £2.70million (1.16% of net revenue budget)

Members stated they required comparative figures so that the relationship between performance and resources can be assessed. A report was also required detailing the financing arrangements to improve forensics performance in the future.

The Force Performance Manager reported that he would obtain this information and circulate to Members prior to the next Committee. This will also be discussed at the next meeting of this Committee.

PM/359 – The Chairman enquired what progress there was with regards to Activity Based Costing following the departure of the Analyst.

The Force Performance Manager reported that the Activity Based Costing Assistant had been appointed into the role and will begin on 12 September 2005. There was now a need to back-fill this vacancy. The former Activity Based Costing Analyst was assisting the Force on a consultative basis by helping with survey returns. This will ensure the Force is not exposed with regards to the demands set by the Home Office for data returns.

**RESOLVED** that the minutes of the meeting held on 19 July 2005 were confirmed and signed by the Chairman as a correct record.

#### PM/363 Force Forensic Project Recommendations

Assistant Chief Constable (Operations) provided an update on the progress of the recommendations within the Force Forensic Project.

Issues discussed during consideration of this item included:

- The Carrier Report presented 42 recommendations. The Lanner Review presented 10 recommendations.
- The Strategic Board devolved responsibility for delivery of all these recommendations to the Forensics Implementation Steering Group. This group first met on 9 March 2005.
- To date 12 of the 52 recommendations have been completed. 17 are in progress and 23 await the completion of other recommendations before they can be progressed further. Significant progress was reported in some areas.
- The Deputy Chief Constable has met with the detective chief inspectors in the Basic Command Units reinforcing the importance of improving forensics performance. This was observed as a pivotal milestone in the improvement process. Basic Command Unit staff are now very clear what is expected of them. The Deputy Chief Constable will hold further meetings with other Basic Command Unit staff in the near future.
- The Assistant Chief Constable reported slow progress in relation to the SOCRATES system and in tackling the cultural issues affecting improved service delivery. These were complex issues that needed resolving over time.
- The Lead Member for Forensics stated he was satisfied that steady progress was being made in delivering the recommendations. The two key issues that now need prioritising are recruiting the Scenes of Crime Officer Managers and implementing the SOCRATES system.

i. Recruitment of Scenes of Crime Officer Managers

The money is now available to recruit Scenes of Crime Officer Managers in the four Basic Command Units. These will be police staff rather than officers. The recruitment process is underway but could take until early in the new year to complete. It was reiterated that these staff will be crucial to forensics performance management in the Basic Command Units.

ii. SOCRATES

This is a system that allows forensics data to be effectively gathered and monitored across the Force. An improvement in forensics performance is largely reliant on the use of this system. It is of concern that delivery of the SOCRATES system is quoted as being up to three years away. This is an unacceptable delay, particularly as the system is already in use in other forces.

SOCRATES consists of three packages. The first, which should be delivered soon, will help to drive up performance. The later packages will assist in other ways.

It was emphasised that SOCRATES is not a solution in itself. The performance uplift that is required will need to come from changes in the attitude of staff as much as this system.

The Assistant Chief Constable (Operations) reported that the introduction of SOCRATES was as much a matter of priorities as anything else. In January this year, SOCRATES was on a list of projects prioritised by the Command Team. However, during the year new work packages are mandated meaning this list changes.

Members questioned why SOCRATES should be relegated on the list given the Forcewide pressure to improve forensics performance.

The Assistant Chief Constable reported there was currently a list of projects awaiting IT resources for resolution. The Head of the Information, Communication and Technology

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Department will attend the next meeting of the Performance Monitoring Board to explain how more work could be progressed if more resources were made available.  
The Lead Member for Information, Communication and Technology reported that he would raise this issue at his next monthly meeting with the head of the department.

The Commander, Strategic Development Department stated that the Force is attempting to deliver approximately 40 projects against a legacy of achieving around 15 per year. Increasing resources may result in an attempt to try and do more rather than focusing on those projects that would have the greatest impact on performance improvement.  
A review of projects and programme delivery is currently taking place.

The Chairman questioned how the Performance Monitoring Board would progress this issue. The Assistant Chief Constable stated that the Board will debate progress at its next meeting but there were hard decisions needed.

The Assistant Chief Constable recognised the assistance of the Police Authority to progress the issues around forensics performance delivery.

The Chairman thanked the Assistant Chief Constable for his report and asked for an update to the next meeting of this Committee on where SOCRATES sits within the Force project delivery programme.

**RESOLVED**

- a) That the report be noted
- b) That an update is presented to the next meeting of this Committee on the priority the delivery of the SOCRATES project affords within the Force project delivery programme.

**Closed Session**

(Item considered by the Committee with only members of the Police Authority, appropriate Officers and expert advisors present, on the grounds that exempt / confidential information may have been discussed)

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

Agenda item No	Report Title	Relevant Act	Relevant section
5	Measuring Forensic Performance	Freedom of Information Act 2000	Section 31 "Information...is exempt information if its disclosure under this Act would, or would be likely to, prejudice- (a) the prevention or detection of crime"

**PM/364 Measuring Forensic Performance**

The Force Performance Analyst delivered a presentation on the work of the Force Data Working Group. This group was established to review the reliability of forensics data prior to the Strategic Development Department taking over responsibility for its collation and presentation.

Issues discussed during consideration of this item included:

- Management of forensics performance is split across four key processes: Response to incident, recovery of exhibits, analysis of exhibits and conversion to arrest.
- SOCRATES will assist in improvements in data collection and reporting but will not improve performance by itself.
- Attendance at crime scenes can now be measured to Force, Basic Command Unit, Sector and individual level. Much of this data has not been available before in a reliable form. The Lead Member for Forensics stated he hoped this would bring an end to the disagreements between Basic Command Units and the Force over the integrity of the performance data and allow managers and supervisors to drive improvements. It was observed that monitoring attendance at crime scenes did not measure the quality of the work carried out there.
- Several different analyses will be possible on the conversion to arrest data. This has been agreed by the performance superintendents in the Basic Command Units. Historically, there have been four sets of data from now on there will be just the one. The processing of forensics data and performance analysis will now be collected centrally in the same place.
- Gaps still remain in the data, for example the Scientific Support Unit processing times for footprints. This is being progressed.
- The Assistant Chief Constable (Operations) reported that major progress had been made in this area. In particular, the Force Performance Manager and Force Performance Analyst should be recognised for their hard work in moving this forward.
- It should put to an end the arguments over reliability of the data and allow performance to be better managed. Now the collection, processing and analysis of data from Basic Command Units has been reviewed, focus can shift to the Scientific Support Unit.

**RESOLVED**

- (a) That the report be noted.

**Open session**

**PM/365 Performance against the Annual Policing Plan (Targets)**

The Force Performance Analyst delivered a presentation on Force performance in relation to the Annual Policing Plan targets for the period 1 April 2005 to 31 August 2005.

Issues discussed during consideration of this item included:

- 7 of the 17 targets are being met. Data is not available for one of the targets. 13 of the 17 targets are forecast to be achieved by year-end.
- The target (number 1) to achieve at least a 75% level of service users who are satisfied overall with the service provided by the police stands at 74.9%. This places this Force 34<sup>th</sup> out of 43 forces. The Force Performance Manager reported variations in satisfaction levels sometimes depended on the survey methodology. Forces using telephone surveys tended to get better results than those using paper surveys, as this Force does. The Home Office has mandated that from 2007/2008 only telephone surveys will be used. This may result in performance uplift in this area although it was suggested that this methodology provided less qualitative information.
- The target (2) to achieve at least a 75% level of victims of racist incidents who are satisfied with the overall service provided by the police is achieving 58.3%. The sample size in this survey is very small and, as such, large variations are seen.

- The target (3) to achieve a minimum reduction of 7% in British Crime Survey comparable recorded crime stands at a 9.2% fall. This figure has been stable for a few years but is now steadily falling. Plymouth is the only Basic Command Unit where crime is rising.
- The target (4) to increase the number of offences brought to justice by a minimum of 16.8% is on target. For the first time in a while this measure is improving. This is largely due to the increase in sanction detections.
- The target (5) to achieve a sanction detection rate of at least 22.1% is being met and is forecast to reach 25% by year end. This places the Force 29<sup>th</sup> nationally. Several forces are recording significant rates of improvement in this area so Devon and Cornwall is not moving up the ranking as fast as would be expected.
- The target (6) to achieve a 65% detection rate for domestic violence is not being achieved, currently at 49%. The Force will soon conduct a review into variances in the detection rates across the Basic Command Units. Initial indications suggest that good or poor practice is hard to identify.
- The target (7) to increase the amount of assets recovered as part of the proceeds of crime act to a minimum of £1.3 million is off target. However, it is anticipated this target will be achieved due to several ongoing court trials which should generate significant asset seizures.
- The target (8) for all neighbourhood beat managers complete on average more than 6 hours on beat related activities per shift is being achieved for the first time. This was recognised by Members as a significant achievement that should be highlighted to all Members of the Authority. The Force Performance Manager stated that a relatively low number of abstractions was helping to achieve this target.
- The target (9) to increase the percentage of time uniformed operational officers spend on visible policing activities to 60% currently stands at 59.1%. Members welcomed this figure and agreed that performance against these two last targets should be communicated to all Members of the Authority. The Committee agreed these figures were good news that could be conveyed to the public through liaison meetings by Members.
- The target (11) to reduce the number of people killed or seriously injured in road traffic collisions by a minimum of 3% is off target and stands at a 2.6% rise. Despite the forecast of a further increase, there have been significant falls in the number of people killed or seriously injured over the last 8-10 years.  
It was stated this target relies heavily on work by our partners. The Commander, Strategic Development Department, reported that the Force is currently scoping a system to enable more reliable data to be provided to partners.
- The target (12) to ensure no increase in the number of anti social behaviour incidents currently stands at a 7.1% rise. Again this is a partnership target. Not all forces have been measuring this target for as long as this Force and this makes measurement against the national picture difficult.
- The target (13) to answer a minimum of 90% of 999 calls in 10 seconds is off target at 87.2%. The Call Management and Communications Department were reported as being confident in achieving this target by year end.
- Target (14) to answer a minimum of 90% of non-emergency calls in 30 seconds is on target at 90.4%. Members reported that there were delays in answering calls referred to the Central Data Inputting Bureau. Members were optimistic that recent senior management changes in the Call Management and Communications Department would bring positive changes in due course.
- Target (15) to achieve a strength of 3,500 police officers by 31 March 2006 is on target and stands at 3,423.8 officers.
- Target (16) to operate within (+/- 0.5%) of the overall funding base approved by the Police Authority is on target.
- Target (17) to generate at least £3.65 million of cashable savings for reinvestment and in overall terms achieve no less than £3.65 million in efficiency gains is forecast to be achieved.

In summary, the crime reduction targets are being attained. The targets around detections and the partnership targets require extra work to achieve.

The Force Performance Manager stated that some target attainment relies on cultural changes within the Force particularly around investigative processes. A three-day training course for sergeants and supervisors within the Professionalisation of Investigative Processes programme should assist in this.

The Commander, Strategic Development Department reported that the Crime and Incident Review (1315) Project pilot in Plymouth Basic Command Unit was progressing successfully. This could realise process efficiencies that could be repeated across the Force.

#### **RESOLVED**

- (a) That the report be noted
- (b) That the good performance relating to targets 8 and 9 is published in the next edition of Voice of Authority.

#### **PM/366 Domestic Violence**

The Head of the Community Support Unit gave a presentation on current performance in relation to tackling domestic violence.

Issues discussed during consideration of this item included:

- The Head of the Community Support Unit outlined the importance of dealing with this critical issue. The Committee was reminded that a domestic violence incident that is handled badly could result in a murder.
- The Force has adopted different targets regarding domestic violence over recent years. In 2002/2003 the target was to increase the reporting of incidents. This was in response to research stating that a victim does not report domestic violence until a 35<sup>th</sup> occurrence. In 2004/2005 the emphasis shifted to reducing repeat victims. The current target is to achieve a 65% detection rate for domestic violence. This is not being met but large variations occur across the Force. West Cornwall is achieving above target at 67.4% but Exeter is at 37.6% and Teignbridge 37%. The Force Performance Manager repeated that a thematic review to ascertain why these differences occur is underway. Despite this, the 65% target should be attainable. Members reported a major issue is persuading victims to give evidence and attend court. Setting a target for domestic violence was difficult as much was expected from partners.
- A statutory performance indicator measures the percentage of reported domestic violence incidents where there was a power of arrest, in which an arrest was made relating to the incident. It was reported that this indicator was not always a helpful measure as arresting someone may not be the most appropriate action in these circumstances.
- Her Majesty's Inspectorate of Constabulary has recently published a report into this Force's management of domestic violence. The Head of the Community Support Unit stated that this report concluded there were good strategic processes in place. However, it also recognised that some cases had failed that should not have and noted some poor quality investigations.
- It was reported there were several projects in Force that were producing good results. These were being driven by the Domestic Violence Strategic Group, chaired by Assistant Chief Constable (Operations).
- The Chairman reiterated the importance of getting the initial response to a call correct. How a call is handled often affected the rest of the investigation.

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- The Force Performance Manager stated that from 1 October 2005 the closing tags on crime logs will be altered to make administrative detections harder to finalise. They will now need to be signed-off by supervisors and detective inspectors in Dedicated Source Units. This will encourage better quality domestic violence investigations.

The Chairman thanked the Head of the Community Support Unit for the presentation and called for a report to the next meeting of this committee detailing progress of the Plymouth domestic violence pilot, strategic/ force processes in place, work of the Multi Agency Risk Assessment Conferences for high risk victims, work underway to deal with offenders whom come into contact with the police and an update on the position of the staff survey on domestic violence.

**RESOLVED**

- (a) That the report be noted
- (b) That a report of
  - i. The Plymouth domestic violence pilot,
  - ii. strategic/ force processes in place with regard to domestic violence,
  - iii. work of the Multi Agency Risk Assessment Conferences for high risk victims,
  - iv. work underway to deal with domestic violence offenders whom come into contact with the police and an
  - v. update on the position of the staff survey on domestic violence is presented to the next meeting of this Committee.

**PM/367 Continuous Improvement Database**

The Force Performance Manager presented a paper on the progress of recommendations held on the Continuous Improvement Database within the Strategic Development Department. He stated it gave Members a feel for the volume and breadth of recommendations stored on the database.

Issues discussed during consideration of this item included:

- Members commented on the format of the report and requested future updates should be on an exception basis. It was agreed the Police Authority Policy Officer should liaise with the Database and HMIC Liaison Officer to develop a new reporting style.
- The Police Authority Policy Officer stated it was important the Police Authority continue to monitor the Best Value recommendations. All other recommendations need to be presented to this Committee on an exception basis. It was noted that, outside of this meeting, progress of Best Value recommendations continue to be regularly monitored by the Database and HMIC Liaison Officer and Police Authority Best Value Officer. Meetings take place to ascertain which recommendations have been superseded by new pieces of work. Prior approval for this will be sought from this Committee.
- The Commander, Strategic Development Department explained he hoped the continuous improvement database would evolve to grade recommendations against the corporate risk register. It was recognised more work was needed before this could be realised.

**RESOLVED**

- (a) That the report be noted
- (b) That the Police Authority Policy Officer should liaise with the Database and HMIC Liaison Officer to develop a new reporting style.

### **PM/368 Establishment of a Performance Management Panel**

The Police Authority Policy Officer presented a report putting the case for a creating a sub-group of the Performance Management Committee to scrutinise Force performance and report back on issues of concern.

Issues discussed during consideration of this item included:

- This Committee was being asked to monitor increased levels of information. It was felt that greater scrutiny should be paid to the performance in relation to the annual targets as this was the key responsibility delegated to this Committee by the Authority.
- The group would consist of three Members and supported by the Police Authority Policy Officer. The group would be known as the Police Authority Performance Panel.
- The Chairman selected the three Members of the group to be Mr J Currie, Mr M Bull and Mrs J Owen.
- The Force Performance Manager invited the Members of the Performance Panel to attend meetings of the Performance Enabling Practitioners Group. This was welcomed by the Chairman.

#### **RESOLVED**

- a) That the Police Authority Performance Panel is established as outlined in the report;
- b) That Mr J Currie, Mr M Bull and Mrs J Owen be members of the Panel;
- c) The Terms of Reference for the Panel are agreed;
- d) That the Panel composition and Terms of Reference be reviewed by the Performance Management Committee after 6 months of operation.
- e) That the members of the Panel may attend the Performance Enabling Practitioners Group

### **PM/369 Stop and Search**

The Force Performance Analyst reported on the figures for stops and stop/ searches in Devon, Cornwall and the Isles of Scilly for the period 1 April 2005 to 30 June 2005.

Issues discussed during consideration of this item included:

- The Chairman reported that the Police Authority Stop and Search Working Group had been looking in detail at these figures.
- The Force Performance Analyst stated there were some recording inaccuracies by some officers. These are slowly being overcome.
- The Committee expressed interest in seeing how the figures for the month of July 2005 would increase as a result of the London bombings.
- The Force Performance Manager reported the number of stop searches was falling over recent years. This may be cause for concern. It was stated that some officers felt uncomfortable using these powers due to the legal implications.
- The Chairman stated the figures suggest black and minority ethnic people are more likely to be stopped/ stop searched than white people.
- Members commented this could suggest that a greater proportion of black and minority ethnic people come to the attention of the Criminal Justice System than white people.

#### **RESOLVED**

- a) That the report be noted

The meeting closed at 1300 hours.