

Devon and Cornwall Police Authority

MINUTES

A meeting of the **Performance Management Committee** was held on Tuesday 26 September 2006 in the Conference Room, Endeavour House, Woodwater Park, Exeter, starting at 10.00am.

Present:

ChairmanMr M Bull
Mr C Bulley, Sir S Day, Mr M Hicks, Mr S Malloni, Mr D Money and Mr C Wallin.

Officers in Attendance: -

Police Force Superintendent I Ansell (Force Performance Manager), Detective Chief Inspector B Brown (Head of Plymouth Community Support Unit), Mr R Bullock (Force Performance Analyst), Chief Superintendent A Clarke (South and West Devon BCU Commander) [items 1-5 only], Acting Deputy Chief Constable T Melville [item 1-4 only], K Vincent (Force Strategic Analyst) [item 6 only] and Detective Chief Superintendent J Webster (Head of Crime) [items 5 & 6 only].
Police Authority Mr R Martin (Policy Officer).

PM/415 Apologies for Absence

Apologies for absence were received from Mr I Doggett and Mr W Thomas.

PM/416 Declarations of Interests

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

PM/417 Minutes

RESOLVED that the minutes of the meeting held on 31 July 2006 were confirmed and signed by the Chairman as a correct record.

PM/418 Police Performance Management in the Current Environment

The Chairman delivered a presentation on the way he suggested that the Committee might wish to consider developing its remit over the coming year. This was based upon the Association of Police Authorities' document 'Police Performance Management: Practical Guidance for Police Authorities' which had been circulated to Committee Members in advance. .

The Committee debated the 10 hallmarks of good performance management as detailed in the guidance and discussed how the work of the Committee could move the Authority into a better position to manage performance.

The Chairman outlined the key performance challenges for the Authority and Force emanating from recent events and the HMIC's Baseline Assessment, due for publication in late October. The Chairman proposed, and the Committee agreed unanimously, that the key priorities for the Committee for the year ahead should be: Leadership, Strategic Management, Communications, Forensics and Human Resources.

Lengthy debate took place around the Police Authority's role in performance management. It was recognised that the day to day management of operational Force performance was the responsibility of the Chief Constable and Deputy Chief Constable. The distinctly different roles of Performance **Monitoring** and Performance **Management** were highlighted. Whilst remaining strategic in its approach it was clear that the major overview role of the Authority was in relation to Performance Management. The Police Authority's role lies in the overview of the wider performance management cycle of consultation, planning, target-setting and delivery. This is essential for the Authority to achieve its statutory duties.

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Members agreed that, historically, the Authority could have been more effective in holding the Chief Constable to account. It was agreed the appointment of a new Chief Constable early next year provided the opportunity for the Authority to adopt a more rigorous and robust approach.

The Acting Deputy Chief Constable provided Members with an overview of the way the Force Performance Board would be operating in the future. He shared and endorsed the objectives and roles debated earlier and reflected in this Minute.

Members expressed the need to continue to oversee the wide range of work the Constabulary undertakes. This needed to be done whilst scrutinising specific themes of work.

The Chairman summarised by stressing the importance of the Authority to work with the Force to drive improvement whilst remaining sufficiently detached to enable it to operate effectively.

RESOLVED

- (a) That the Committee agrees the priorities for the Performance Management Committee for the forthcoming year are: Leadership, Strategic Management, Communications, Forensics and Human Resources
- (b) That the Chairman and Vice Chairman of the Performance Management Committee meet with the Chairman (if he can be available) and Chief Executive of the Police Authority and Policy Officer to discuss further how the Committee and supporting arrangements will need to develop in order to meet its performance management responsibilities.
- (c) That, subsequent to (b), the Chairman and Vice Chairman of the Performance Management Committee, Chairman and Chief Executive of the Police Authority and Policy Officer meet with the Acting Deputy Chief Constable to discuss further how the Committee will work with the Force to deliver against its priorities.

PM/419 Force Forensics Management and Performance

The South and West Devon BCU Commander provided Members with an update on the progress of improving forensics performance within the BCU.

Issues discussed during consideration of this item included:

- Performance within the BCU is improving. In some cases, the rolling year average exceeds the Force average. Members indicated that the BCU started from a poor position so improvement would have been expected.
- Members questioned how the scene attendance rate for burglary dwelling could exceed 100%. It was explained this was due to crimes being reclassified after the scene had been visited.
- The BCU will focus on violent crime detections and conversions. Processes will be explored to identify areas for improvement. Increases in this BCU will probably be matched by improvement in other BCUs within the Most Similar Family, so a continuous performance uplift is needed.
- A detective inspector will be appointed into the BCU shortly to manage improvements in forensic and volume crime performance.

The BCU Commander updated Members on the staffing changes being implemented in the BCU to address crime levels in Torbay. Officers were being temporarily relocated into Torbay from rural parts of the BCU to tackle increased levels of crime and incidents. This may result in a drop in community intelligence submissions as specialist teams are temporarily disbanded to assist with this. The position in relation to progress will be reviewed in 3 months time.

The Head of Crime updated the committee on the progress of appointing crime scene staff managers.

Issues discussed during consideration of this item included:

- The absence of any clear career structure, remuneration issues and lack of other incentives meant recruiting supervisors from the existing staff had not been possible.
- ACC (Operations)-has identified four detective inspector posts to support the BCUs to cover the crime scene supervisor roles.
- The detective inspectors will be responsible for forensic management, volume crime performance and optimising the many different opportunities for detection, reporting to the BCU Commander.
- The Chairman welcomed the introduction of these officers but expressed frustration at how long their appointment had taken.

The Force Performance Manager reported that work was underway nationally to provide greater resilience in forensics data. There is currently no national recording standard for forensics management information as there was for crime and incident data.

The Committee recognised that the resilience of forensics data had improved significantly but some areas of management remained poor. This should recover with the introduction of the detective inspectors.

The Chairman thanked the officers for their reports and indicated it was desirable that this Committee maintain a regular oversight of forensics management and performance. He indicated that attention would remain focussed on the need for achievement of further improvements within this BCU, and in the others too.

RESOLVED

- (a) The Committee welcomes the progress of the South and West Devon BCU towards improving forensic performance.
- (b) The Committee notes and welcomes the introduction of the four BCU crime scene and volume crime supervisors.

PM/420 Performance against the Annual Policing Plan (Targets)

The Force Performance Analyst provided an overview of the performance against the annual targets for the year to date.

Issues discussed during consideration of this item included:

- Whilst currently only four targets are actually being achieved, 6 of the 16 targets are projected to be achieved over the full year based on current trends.
- Satisfaction with victims of racist incidents remains well below target (66.7% against a target of 80%). However, it was noted that this figure is based on a survey of only 24 victims.
- The target to achieve a 7% reduction in British Crime Survey comparable crime has levelled off. The biggest impact on achieving this target has been an increase in criminal damage
- The BCUs have different 3-year targets of between 12% and 20% reductions for British Crime Survey comparable crime.
- Sanction detection rates have plateaued following significant increases during 2005/06. Opportunities for converting administrative detections into sanction detections are now exhausted. Workload supervision needs to be reinforced.

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- Members questioned the apparent poor performance toward target 6, to achieve £1.53m worth of assets recovered. The Force Performance Analyst indicated current performance of approximately £87k did not take into account the value of orders currently progressing through the legal system. Members were advised as to where the assets are distributed once seized. The Force will develop training material in an attempt to increase awareness, knowledge and use of confiscation orders.

The Chairman thanked the Force Strategic Analyst for the report but expressed concern that several targets are significantly off course. The Chairman indicated he would discuss this with the Assistant Chief Constable (Operations and Crime) in due course.

RESOLVED

- (a) That the Committee notes with some concern that Force performance falls short in some areas for the annual policing plan targets for 2006/ 2007.

PM/421 HMIC BCU Inspection Process – Going Local 3

The Force Performance Manager presented a report outlining the approach to BCU inspection to be conducted by HMIC from October 2006.

Issues discussed during consideration of this item included:

- BCUs will be assessed against Most Similar Family comparative performance, priority themes from the Baseline Assessment and an assessment against delivery against the National Community Safety Plan.
- A regional 'long-list' of BCUs for inspection will be prepared, with those included to be tasked with completing a self-assessment. These returns will be examined to identify those BCUs that will be 'short-listed' for HMIC inspection.
- Currently, it looks likely that South and West Devon BCU would appear on a 'long-list' of BCUs.
- The Force Performance Unit will quality assure BCU self assessments to ensure accuracy.

RESOLVED that the report be noted.

NOTE: At this point the Chairman had to leave the Meeting. The Vice-Chairman took the Chair for the remainder of the meeting.

PM/422 Domestic Violence: A Review of Brought to Justice Outcomes

The Force Strategic Analyst Manager provided a report on a review of brought to justice outcomes for domestic abuse.

Issues discussed during consideration of this item included:

- Cornwall and the Isles of Scilly has the highest rate of domestic abuse per 1000 population whilst Plymouth has the highest number of incidents.
- MOSAIC (a geo-demographic profiling system) provides opportunities for identifying those who are potentially most at risk and allows subsequent targeted crime prevention activity.
- There is a gap between reasonable levels of domestic abuse crime prevention and poor levels of detection. The management of domestic violence investigators requires particular attention.

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Members questioned whether incidents of domestic violence had increased following changes in licensing laws. It was reported that there was no correlation however alcohol was a factor in the majority of domestic violence cases.

RESOLVED that the report be noted.

The Vice Chairman thanked everyone for their contributions during the meeting

The meeting closed at 12.25pm.