



**Police and Crime Panel Meeting
20 June 2014
Report of the Police and Crime Commissioner**

POLICE AND CRIME COMMISSIONER'S REPORT ON THE POLICE AND CRIME PLAN DELIVERY MECHANISMS

This report seeks to inform the Police and Crime Panel on how the Police and Crime Plan will be delivered. It explains the delivery mechanism that has been agreed with the Force and how progress will be tracked and published. It also sets out the approach adopted in the Plan to performance measures for 2014-2017.

The Police and Crime Plan sets out a clear programme of work for the PCC and his Office as well as for the force and our partners. This is an ambitious and challenging plan which will deliver real improvements for people living in Devon and Cornwall and the Isles of Scilly. The recent changes to the OPCC office structure and capacity will enable the OPCC to provide this enhanced support to the PCC in delivering his Plan.

The OPCC will take a leading role in many areas to drive forward progress against the Plan. This includes through our work on victims services, alcohol and volunteering. We will also continue to work on wider issues relating to crime and community safety through an improved partnership approach with the police, local authorities, the voluntary sector and criminal justice colleagues. The PCC's scrutiny of force performance and activity relating to the Plan will also be enhanced through changes to the Performance and Accountability Board.

A. DELIVERY MECHANISMS

Strategic Delivery Boards

The six priorities within the Police and Crime Plan are being delivered through five Strategic Delivery Boards with the Performance and Accountability Board managing Priority 1. These Boards will be responsible for progressing the actions within the Police and Crime Plan, working with partners to seek alignment with existing work and to report on achievements. Board membership comprises staff from the OPCC, representatives from the Force and a person independent of the OPCC and Force.

There is some discretion to the chair for how often to convene the Board and to arrange its operating arrangements, however each Board will report to the Police and Crime Commissioner and Chief Constable bi-monthly. Each Board will also publish regular update reports on the OPCC website. The Boards are developing their Action Plans and these will be published on the OPCC website once they have been signed off.

The five Plan Strategic Delivery Boards are:

1. *Reducing the harm caused by alcohol-related crime*
2. *Every Penny Counts - efficiency and long term financial security*
3. *An improved Criminal Justice System*
4. *High quality, accessible help for victims of crime*
5. *Greater public involvement in policing*

Enabling/ cross-cutting actions

A separate OPCC Action Plan is being finalised which captures cross cutting and enabling activities linked to the Plan. This Action Plan will also be published on the OPCC website and will be shared with the Police and Crime Panel.

The Enablers Action Plan will cover areas such as public engagement, scrutiny of force activity including complaints handling, OPCC Governance and Financial management, customer services and Integrity.

Management structures

The delivery of the Police and Crime Plan is supported through a renewed governance and accountability framework to track performance and report on progress of delivery plans.

The **Joint Management Board** is a coordinating and decision-making forum for the Police and Crime Commissioner working with the Chief Constable. The JMB provides the opportunity to consult on significant strategic issues that jointly affect the shape of policing and to discuss issues which determine the strategic direction of the Force and OPCC.

The Joint Management Board meets monthly and is responsible for the strategic oversight of the delivery of the Police and Crime Plan receiving regular reports from the Strategic Delivery Boards. Although constituted as a board, in nearly all instances the PCC and Chief Constable are the decision-makers as corporations sole.

The **Performance and Accountability Board** is the formal mechanism at which the PCC holds the Chief Constable to account for the performance of the Force. The

PAB meets bi-monthly in public in different locations across the peninsular and its membership comprises the PCC, PCC's senior advisor, Chief Executive and the Performance & Customer Services Manager. The Force is represented by the Chief Constable, Deputy Chief Constable and the Head of Performance and Analysis.

An assessment is conducted against the measures and actions falling to the Force within the Police and Crime Plan but the Board will also cover broader issues of policing and community safety as necessary. Where an area of performance is assessed as requiring more thorough examination or poses a specific level of risk, a 'deep dive' will be conducted. This presents a more detailed level of analysis on issues and threats. A 'deep dive' will result to the preparation of a joint action plan between the Force and the OPCC. The first of these focused on Safeguarding the Vulnerable and the key issues will be fed back to the public at the July Performance & Accountability Board meeting.

The Board also serves as the Strategic Delivery Board for the Priority 1 within the Police and Crime Plan - *Cutting crime, keeping Devon and Cornwall safe*. This priority comprises primarily of the role of operational policing and the extent to which crime reduction strategies are being effectively implemented.

B. THE NEW PERFORMANCE MANAGEMENT FRAMEWORK

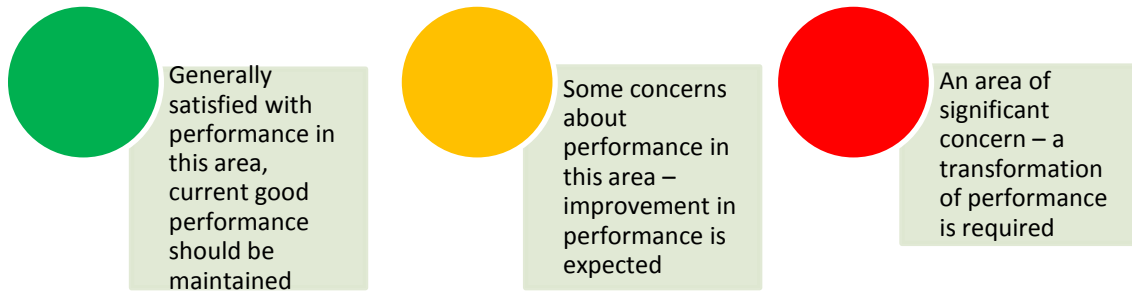
The Police and Crime Plan adopts a bold, new approach to performance management. It will allow the PCC, the public and the Police and Crime Panel to more effectively assess delivery against the objectives set out in Plan and enhance our understanding of the scope and scale of offending within our area.

The new framework provides greater depth of detail of the performance landscape, with many more aspects of police service provision being monitored than was previously the case. It also shifts the focus of our performance scrutiny towards a more effective understanding of the drivers of performance and a more sophisticated understanding of performance. In addition we have removed the potential for conflicting messages which can arise – for example when requiring decreases in volume crime at the same time as increases in reporting by vulnerable victims.

This model moves away from numerics that often lead to perverse incentives, are not sufficiently dynamic and operate on a single metric. Instead, our assessments will involve examination of absolute levels attained, the position against the Most Similar Group of Forces, the national position and a broader assessment of activity.

Our different approach to performance management is generating interest in other parts of the country. In a recent paper for the Association of Police and Crime Commissioners, Tim Passmore (PCC for Suffolk) has stated Devon and Cornwall OPCC's new performance management framework is an example of good practice.

The measures take a 3 tiered approach to provide a focused direction of travel as follows:



The revised approach has been risk assessed for reliability and validity. During this process it became clear that some measures require considerable further development in order to establish a valid baseline. In other areas we recognised as part of the risk assessment process that some of the measures lack robustness, as they do not properly distinguish those areas where we are actively seeking increased reporting, such as total crime per 1000 population. As a result of this the analysis the new performance framework adopts headline measures (those that are robust with available baseline information) and secondary measures (including those that require further development but which may become headline measures at a later point and those that are less robust).

The new OPCC performance management framework is presented at *Annex A*.

A report on the first quarter of 2014/15 will be published on the OPCC website along with progress reports on delivering the Plan priorities. A copy of this report will be sent to the Panel.

It is proposed that the new performance measures will be presented, in the format illustrated at Annex B. This example, which is taken from a recent Performance and Accountability Report draws upon data from 12 months to April 2014 and includes commentary from the force. We would welcome the Panel's views on the presentation of this information, noting that any similar report prepared for the Panel would include OPCC commentary not commentary from the force.

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Report prepared 10 June 2014

OPCC PERFORMANCE FRAMEWORK

Outcomes	Headline Measure	Attainment	Secondary measure	Attainment
To make our area a safer place to live work and visit - reducing the likelihood that people will become victims of crime	Victim based crime (excluding domestic and sexual abuse and hate crime)	Improvement in performance is expected*	Total number of recorded crimes per 1000 popn	
			Victim based crime specific to rural areas	Current good performance should be maintained
			Victim based crime specific to urban areas	Current good performance should be maintained
			Number of recorded domestic burglary offences per 1000 households	Current good performance should be maintained
	Number of recorded DA crimes and non-crime incidents		Numbers of recorded repeat victims of domestic abuse as proportion of all recorded DA	Subject to baseline
			Measure of how effective the DASSP process is at identifying, managing and bringing to justice the most serious DA offenders	Subject to baseline
			Victim satisfaction with support and outcome	Subject to baseline
	Number of recorded sexual offences		Victim satisfaction with support and outcome	Subject to baseline

	Number of recorded hate crimes			
	%age of 101 callers satisfied with the overall service	Current good performance should be maintained	%age of 999 calls answered in target	Current good performance should be maintained
			%age of abandoned non-urgent FEC calls	Transformation of performance is required
	Police officer establishment (above 3000)	Minimum 3,000 officers required	Proportion of workforce allocated to operational frontline duties	Current good performance should be maintained
Outcomes	Headline Measure	Attainment	Secondary measure	Attainment
To reduce the crime and harm caused by the misuse of alcohol	Number of recorded violence against the person (excluding DA) offences per 1000 popn	Transformation of performance is required	Number of recorded alcohol-related violent crime offences per 1000 popn (excluding DA)	Transformation of performance is required
Outcomes	Headline Measure	Attainment	Secondary measure	Attainment
To make every penny count in protecting policing for the long term.	Cost /1000 population (Vfm measure)	Current good performance should be maintained		
	Cost savings achieved through collaboration	Transformation of performance is required	Average number of working days lost through sickness	Current good performance should be maintained

Outcomes	Headline Measure	Attainment	Secondary measure	Attainment
To promote an effective criminal justice system for our area, delivering a high quality service for victims, witnesses and society	Public confidence from CSEW	Current good performance should be maintained	New outcomes framework measure(s)	To be developed
			Case outcome timeliness measure	Subject to baseline
Outcomes	Headline Measure	Attainment	Secondary measure	Attainment
To deliver a high quality victim support service across our area.	Victim satisfaction	Improvement in performance is expected	Satisfaction of victims of violent crime	Improvement in performance is expected
			Timelines of victim contacts and updates	Subject to baseline
			Complaints allegation rate per 1000 employees	Subject to baseline
Outcomes	Headline Measure	Attainment	Secondary measure	Attainment
To encourage and enable citizens and communities to play their part in tackling crime and making their communities safer.	Number of hours of service provided by special constables	Minimum of 150,000 hours required	Satisfaction of specials, volunteers and watch co-ordinators	Subject to baseline
	Number of /hours worked by volunteers	Transformation of performance is required		

PERFORMANCE TOWARDS THE POLICE AND CRIME PLAN –2014/ 2015 (PROPOSED REPORTING FORMAT)

Priority 1: To make our area a safer place to live work and visit - reducing the likelihood that people will become victims of crime

Victim Based Crime

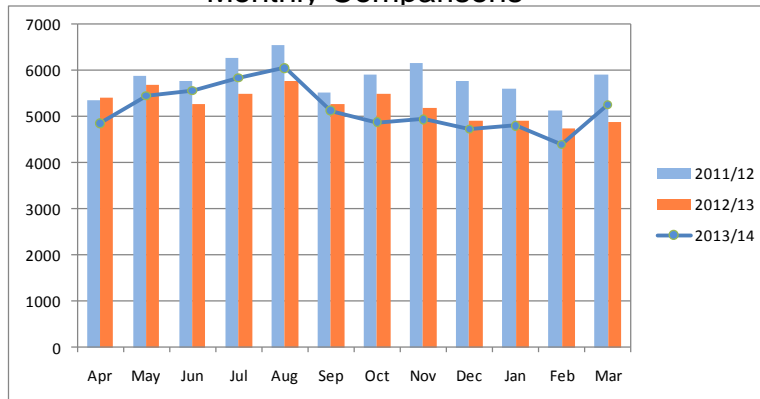


Homicide
 Violence with injury
 Violence without injury
 Robbery
 Burglary Dwelling
 Burglary non-dwelling
 Vehicle offences
 Shoplifting
 Other theft
 Criminal damage
 which are not Domestic Abuse
 or Hate crimes

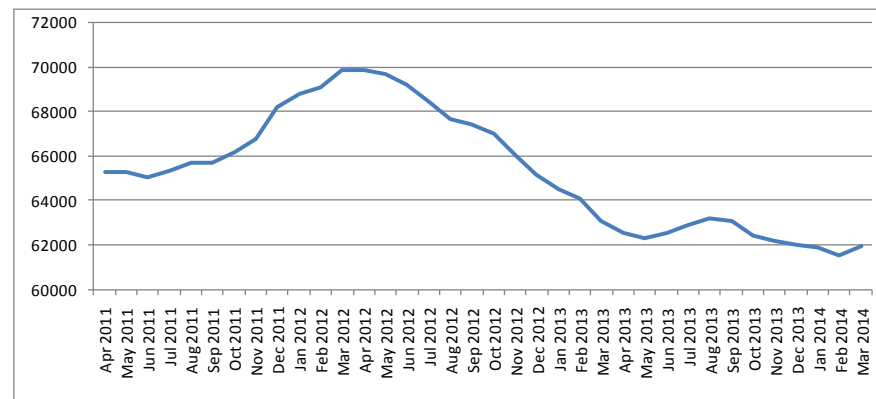
Attainment: Improvement in performance expected

- Long term reductions in acquisitive crime (burglary, robbery and vehicle crime)
- Lowest levels recorded and low levels nationally.
- Performance challenge around theft – including shoplifting (national trend)

Monthly Comparisons



12 Month Rolling Trend Over Time



Priority 1: To make our area a safer place to live work and visit - reducing the likelihood that people will become victims of crime

Domestic Abuse Non-Crime Incidents and Crimes

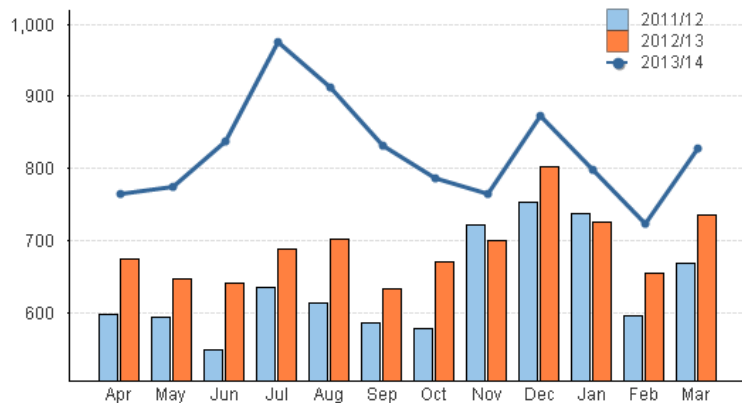


Recorded domestic abuse crime (all crime types) and domestic abuse non-crime incidents. Individual crimes and incidents are flagged at source as to whether they are also Domestic Abuse.

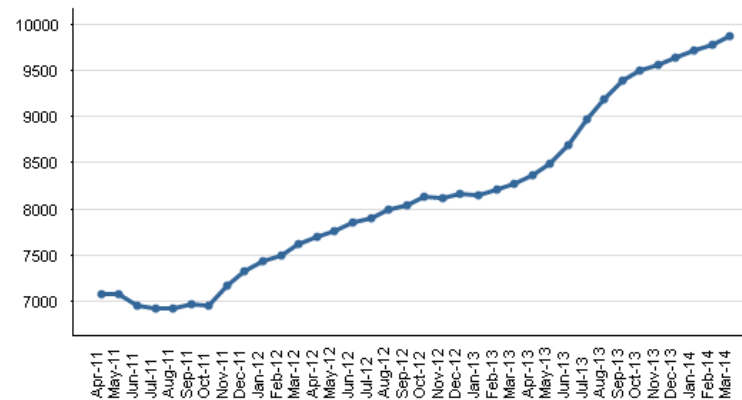
Attainment: Increased public confidence to report

- Crime levels increasing over time – but to support attainment measure Outcome Framework being developed – with addition information being developed around repeat victimisation and victim satisfaction
- HMIC Inspection published and being acted upon
- Action plan developed and monitored via Strategic Board
- Safeguarding project in Force being piloted May 2014

Monthly Comparisons



12 Month Rolling Trend Over Time



Priority 1: To make our area a safer place to live work and visit - reducing the likelihood that people will become victims of crime

Rape and Other Sexual Offences

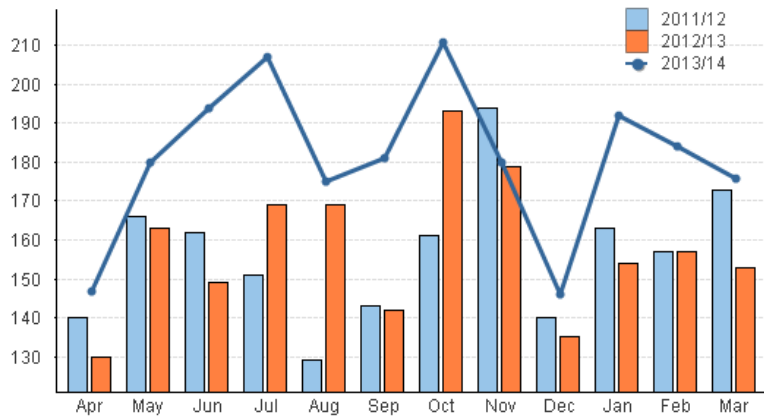


Rape and other sexual offences (including domestic abuse)

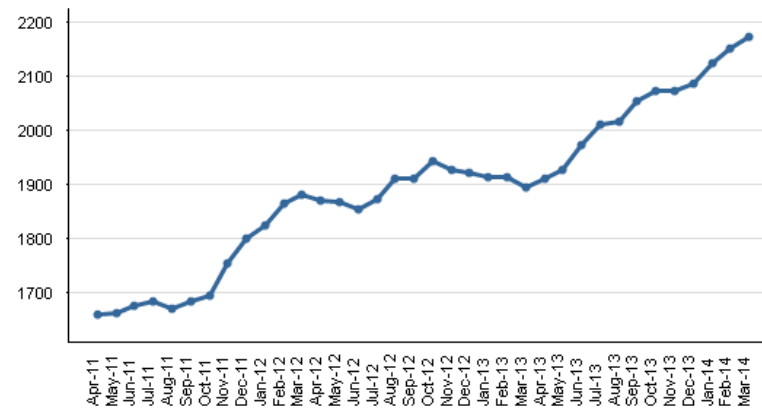
Attainment: Increased public confidence to report

- Crime levels increasing over time – but to support attainment measure Outcome Framework being developed – with addition information being developed around victim satisfaction
- Impact of Historic and Current Reporting has been analysed
- Action plan developed and monitored via Strategic Board
- Safeguarding project in Force being piloted May 2014

Monthly Comparisons



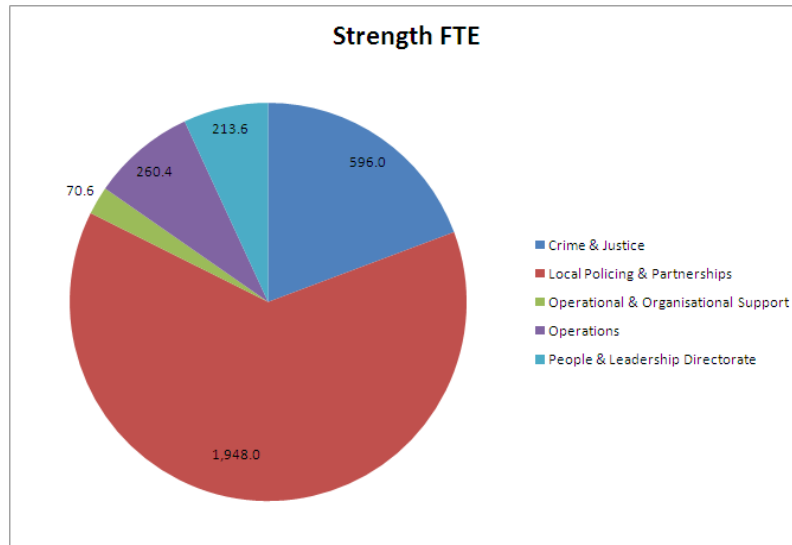
12 Month Rolling Trend Over Time



Priority 1: To make our area a safer place to live work and visit - reducing the likelihood that people will become victims of crime

Police Officer Establishment (over 3000)

Attainment: Current good performance should be maintained



On 5th May 2013 there were 3090.6 FTE officers

Note: Does not include Career Breaks nor Secondments

There are:

36 officers on maternity leave (1.1% of officers)

147 officers on R&R (4.6% of officers)

141 officers currently absent (4.4% of officers)

Additional to the 3090.6 total above we have 21 on secondment (including for example Air Support, Counter terrorism, HMIC) and 12.7 on career breaks

Priority 2: To reduce the crime and harm caused by the misuse of alcohol

Violence Against the Person Offences

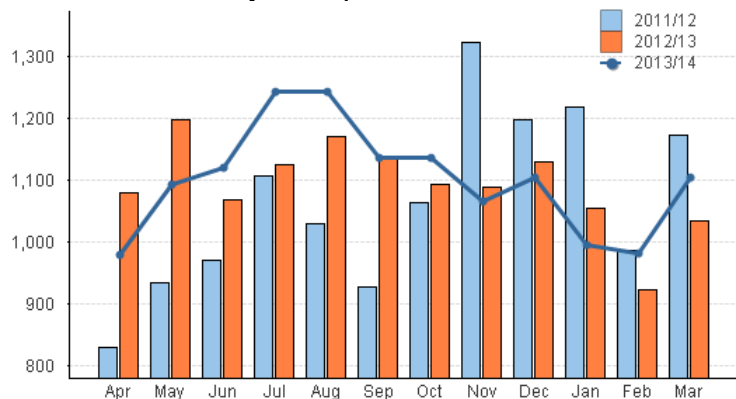


Homicide
Violence with injury
Violence without injury
(All excluding domestic abuse offences)

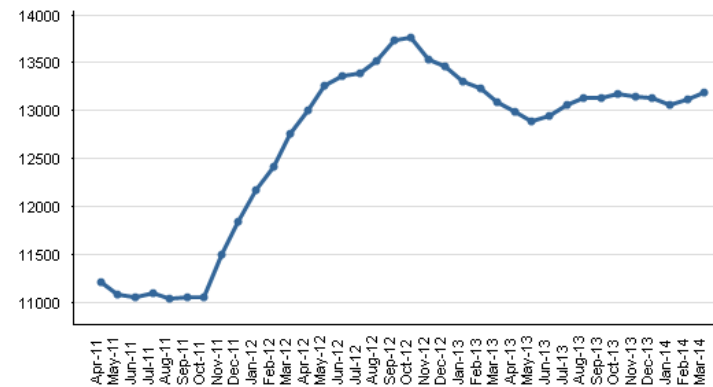
Attainment: Transformation of performance is required

Geography	Recorded Crimes 12 Months to 27/04/14	Per 1000 Population	Recorded Crimes 12 Months to 27/04/13	Per 1000 Population
West Cornwall LPA	1897	7.2	1861	7.0
East Cornwall LPA	1890	6.9	1877	6.8
Cornwall & Isles of Scilly	3787	7.0	3738	6.9
Plymouth LPA	3160	12.2	3056	11.8
South Devon LPA	2726	8.0	2600	7.6
Exeter, East & Mid Devon LPA	2196	6.6	2264	6.8
North & West Devon LPA	1397	6.6	1349	6.3
Devon	6319	7.1	6213	7.0
Force	13,266	7.9	13,007	7.7

Monthly Comparisons



12 Month Rolling Trend Over Time

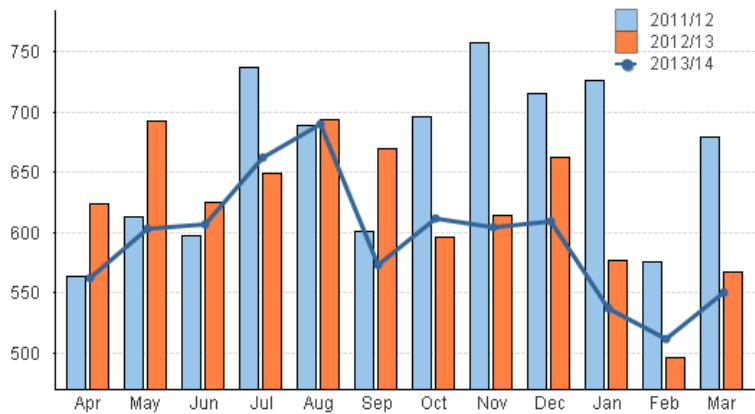


Priority 2: To reduce the crime and harm caused by the misuse of alcohol

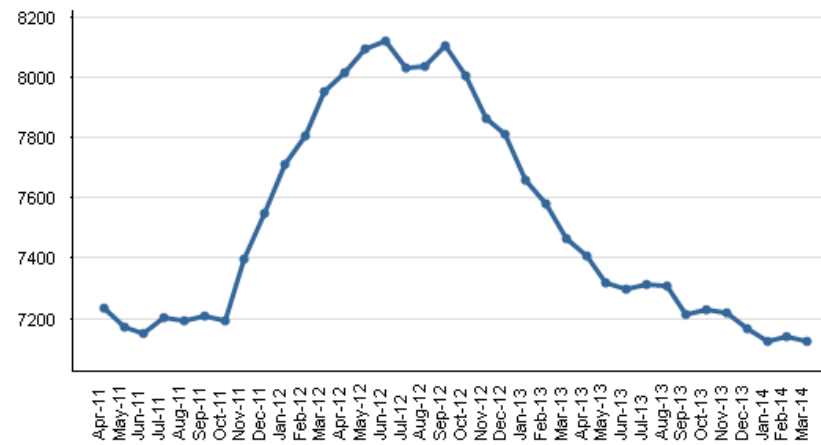
Violence Types

Violence With Injury (Not DA)

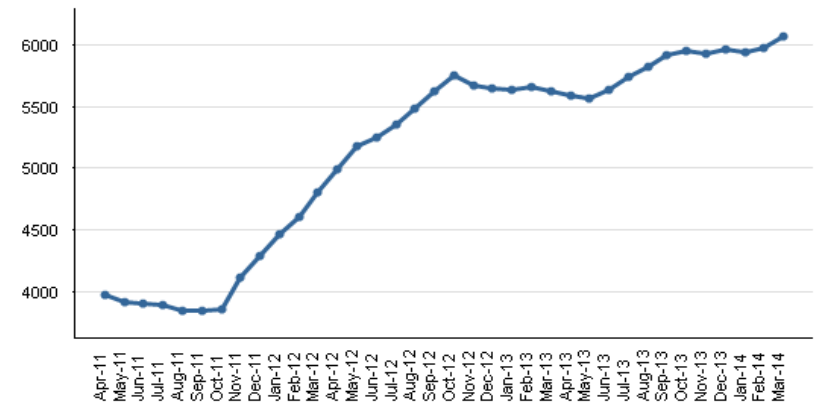
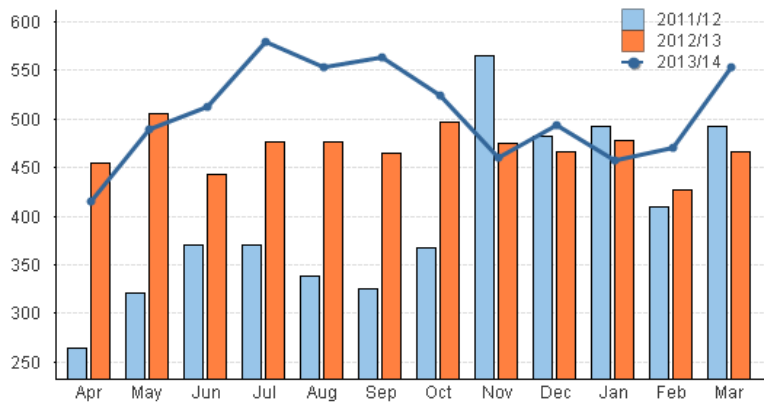
Monthly Comparisons



12 Month Rolling Trend Over Time



Violence Without Injury (Not DA)



Priority 4: To promote an effective criminal justice system for our area, delivering a high quality service for victims, witnesses and society

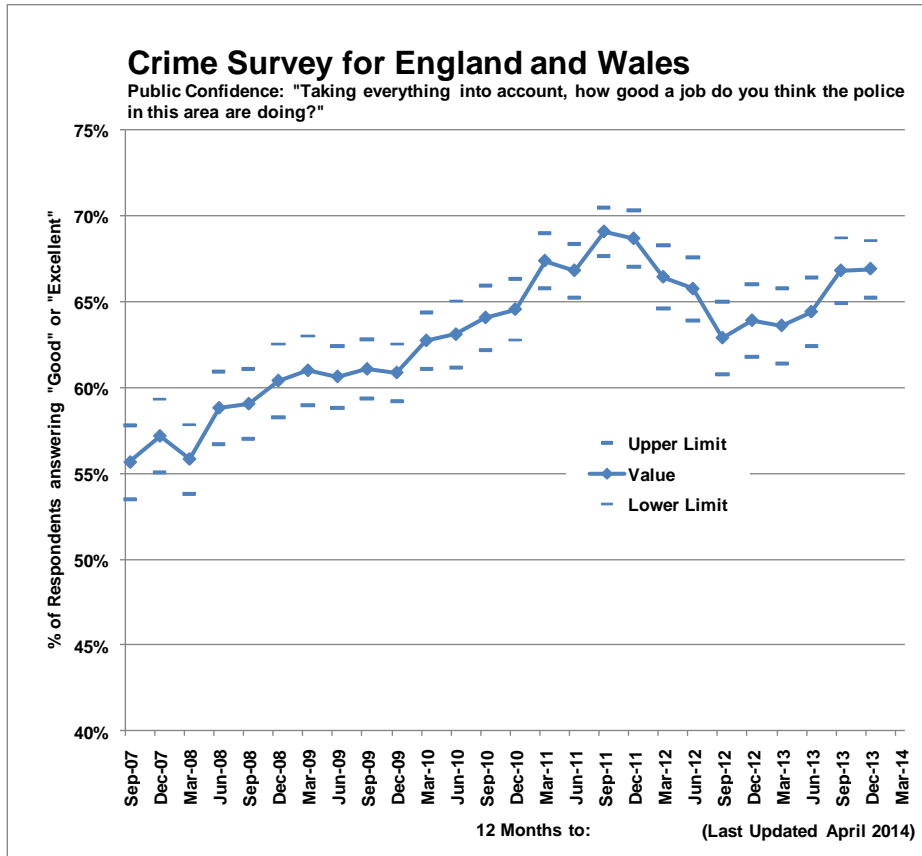
Public Confidence



Taken from the Crime Survey for England and Wales question:
 "Taking everything into account, how good a job do you think the police in this area are doing?"

Attainment: Current good performance should be maintained

- Compared to the previous set of results, the percentage has increased by 01%pts and relative to all forces in England & Wales the Force is ranked 8th (a decrease of 1 place compared to September 2013 results).
- Compared to the same period a year earlier, the percentage level is not statistically significantly different.



Priority 4: To promote an effective criminal justice system for our area, delivering a high quality service for victims, witnesses and society

Secondary Measure: Outcomes

- New National Framework for Outcomes
- Expanded list to 18 outcomes for each crime recorded
- Nationally developed to further understand levels of outcomes for crime (previously we had detected and undetected crimes)
- Implemented for crimes recorded from April 1st
- Will take a number of months to gather sufficient information for analysis.
- There are 18 outcomes (as shown on right), plus crimes which are currently “live” which will still have an investigation ongoing.

- Comparison across crimes and geography will be required to assess level of performance being achieved.

- Charged/Summons (1)
- Youth Caution (2)
- Adult Caution (3)
- Taken into Consideration (4)
- Offender has Died (5)
- Penalty Notice for Disorder (6)
- Cannabis Warning (7)
- Community Resolution (8)
- Public Interest CPS (9)
- Public Interest Police (10)
- Prosecution Prevented - Suspect Under Age (11)
- Prosecution Prevented - Suspect too ill (12)
- Prosecution Prevented - Victim too ill (13)
- Evidential Difficulties Victim Based (14)
- Suspect Identified - Victim Support but evidential difficulties (15)
- Suspect Identified - victim doesn't support and evidential difficulties (16)
- Prosecution Time Limit Expired (17)
- Investigation Complete (18)
- Investigation Ongoing

Priority 5: To deliver a high quality victim support service across our area

Victim satisfaction



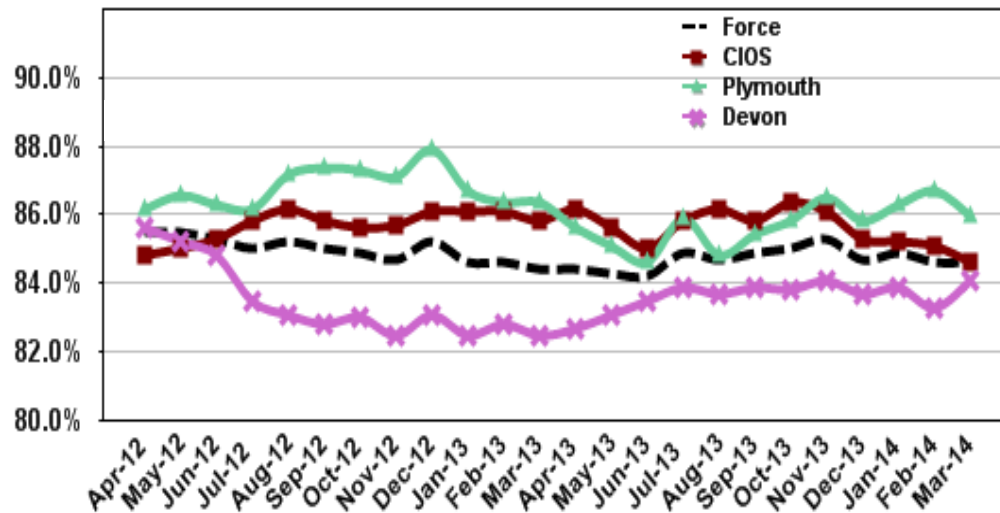
Force survey of victims of burglary dwelling, vehicle offences and violent offence. Sample size set by Home Office. In total 2,116 victims responded in 2013/14

Attainment: Improvement in performance expected

- Overall Satisfaction: 84.6%
- Burglary Satisfaction: 89.2%
- Vehicle Crime Satisfaction: 84.1%
- Violence Satisfaction: 80.6%

- National Results vary from 91% to 71%

- Survey Results have confidence interval of +- 1.5% at Force level



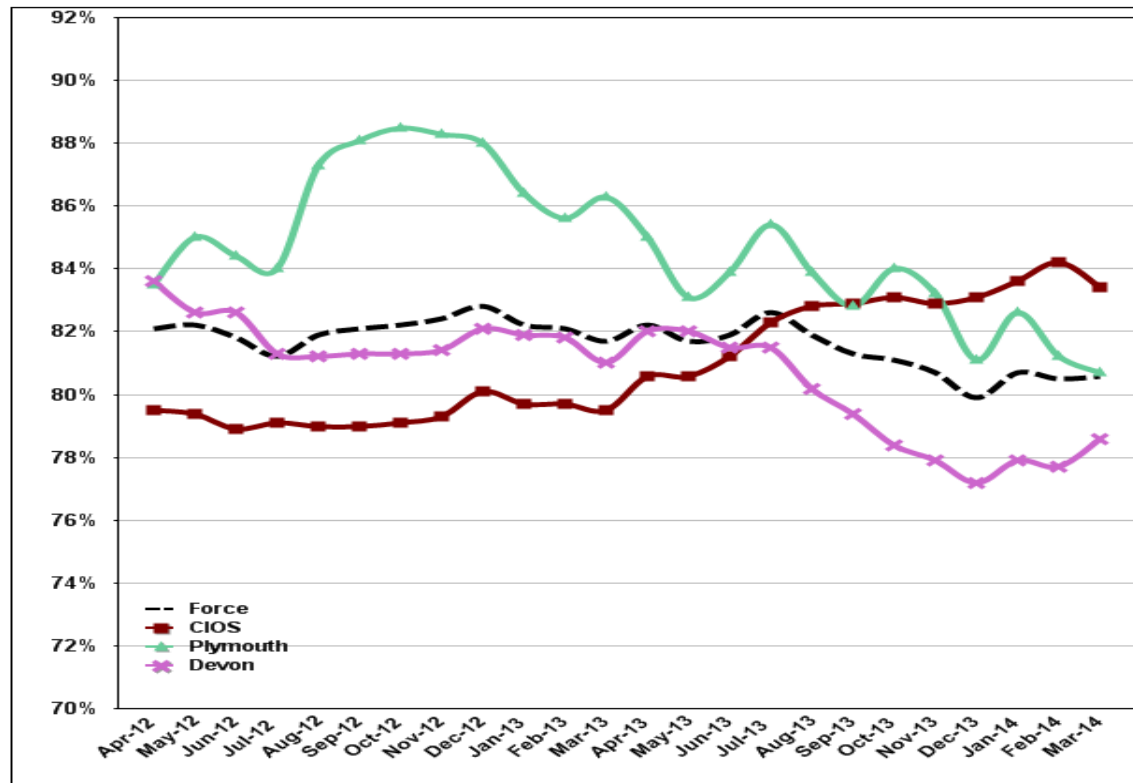
Priority 5: To deliver a high quality victim support service across our area

Victim Satisfaction – Violent Crime Secondary Measure

Attainment: Improvement in performance expected

12 Month Rolling Trend Over Time

Force - Satisfaction level 80.6%
Confidence Interval (Force): +/- 2.2%



Priority 6: To encourage and enable citizens and communities to play their part in tackling crime and making their communities safer.

Hours of service provided by Special Constables

Attainment: Improvement in performance expected

The aim is to deliver at least 150,000 duty hours per year, distributed across the Force area.

Data was formally recorded on Dutysheet (national recording tool) from May 2012, prior to which timesheets were held locally and not consistently monitored or managed.

The table below provides the hours of service recorded for the most current 12 month period that is available, namely 1st March 2013 to 31st March 2014.

The averages are based on the total Special Constabulary strength being available for and undertaking duties and are purely for indicative purposes.

Special Constabulary	31st December:					31st March
	2009	2010	2011	2012	2013	2014
Specials Strength	585	612	673	595	525	627
Hours (12 mths to Feb.2014)	Operational Duties					84692
	Non-Operational Duties					10659
	Training					10835
	Total Hours					106186
% Training						10.2%
Avg Hours Worked (Year)						169
Avg Hours Worked (Month)						14