



**Police and Crime Panel Meeting  
17 October 2014  
Report of the Police and Crime Commissioner**

**POLICE AND CRIME COMMISSIONER'S PERFORMANCE REPORT**

**1. Introduction**

This report to the Police and Crime Panel presents an update on the performance measures set out in the Police and Crime Plan 2014-2017.

**2. The Performance Framework**

The Police and Crime Plan 2014-2017 adopted a bold, new approach to performance management. This new approach 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.

The performance framework (as presented to the Panel at its meeting in June 2014) is attached for reference at Appendix 1 of this Report.

**3. Performance against the measures set out in the Police and Crime Plan 2014-2017**

At the Police and Crime Panel meeting in June 2014 the PCC set out his intention to present progress against the new performance measures to the Panel using slides prepared by the Chief Constable for the Performance and Accountability Board meetings, with additional commentary from the PCC. This Report takes that format and the PCC would welcome comments from the Panel on this approach.

The most recent performance data against the measures set out in the 2014- 2017 Police and Crime Plan is attached at Appendix 2 to this report. This Report was presented to the PCC at the Performance and Accountability Board on 24 September 2014.

The PCC would draw the attention of the Police and Crime Panel to the following matters.

*a) Areas of improvement*

The long-term trend in victim-based crime is down. Monthly comparisons show that it has remained below the 3 year average for the first 5 months of the current performance year.

Of particular note is good performance over the summer months of this year compared to previous years with an 11.3% reduction in victim-based crime for the 3 summer months June-August as compared to the same period last year

Key trends within victim-based crime include long term reductions in serious acquisitive crime and an emerging downward trend in shoplifting. Total crime (a secondary measure) is also showing a reduction of 3.5%.

*b) Areas of Significant Challenge*

Violence without injury remains a particular challenge and forms the focus of activity related to the Police & Crime Plan priority to reduce alcohol-related harm.

Trends in sexual abuse continue to rise as reported previously and again analysis of the factors driving these trends is to be provided by the Chief Constable.

*c) Areas Requiring Better Understanding*

A more complex picture is emerging in relation to domestic abuse with long term upward trends showing some signs of change. A detailed understanding of what is driving this trend is needed before we can be satisfied that this is the product of a reduction in victimisation.

The Chief Constable has committed to providing this analysis at the next Performance and Accountability Board meeting in November.

*d) Areas where measures are still being developed*

In a number of areas, work is continuing to develop the baseline data and reporting arrangements that are required to enable us to assess performance against the new framework. The need for this additional work was noted in the June 2014 report to the Police and Crime Panel.

#### **4. Revisions to the format for the PCC's Performance and Accountability Board**

The PCC's Performance and Accountability Board (PAB) 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 peninsula. 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.*

Where an area of performance is assessed as requiring more thorough examination or poses a specific level of risk, a PAB 'deep dive' will be conducted. These occur in the intervening months between the public PAB meetings. These 'deep dives' allow for a more detailed level of analysis on issues and threats. The first of two of these deep dives focused on Safeguarding the Vulnerable and on the use of Out of Court Disposals. Key issues from the deep dive meetings will be fed back to the public at subsequent PAB meetings.

The operation of the bi-monthly public PAB meetings has recently undergone a transformation to encourage more meaningful engagement with the public. From September 2014 these meeting will include a direct focus on the concerns that the public have raised with the Police & Crime Commissioner. Each meeting a series of questions will be presented to the Chief Constable by the PCC on behalf of the public. These questions will be drawn from recently received correspondence and relate directly to police and crime priorities.

Despite adverse media coverage of this new approach in the September 2014 PAB meeting, the feedback received by the OPCC from the public about this new approach has been uniformly positive. In particular we have had messages of support from members of the public whose questions and concerns were raised with the Chief Constable at the September 2014 meeting under these new arrangements. We have also received expressions of interest from members of the public about contributing to future meetings.

We would welcome the support of the Panel members in developing this meeting format further and in seeking to represent the issues that most concern the public.

### **Contact for further information**

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## THE NEW PERFORMANCE MANAGEMENT FRAMEWORK FOR 2014-2017

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).

### 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	<b>Victim based crime (excluding domestic and sexual abuse and hate crime)</b>	<b>Improvement in performance is expected*</b>	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
	<b>Number of recorded DA crimes and non-crime incidents</b>		Numbers of recorded repeat victims of domestic abuse as proportion of all	Subject to baseline

			recorded DA	
			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
	<b>Number of recorded sexual offences</b>		Victim satisfaction with support and outcome	Subject to baseline
	<b>Number of recorded hate crimes</b>			
	<b>%age of 101 callers satisfied with the overall service</b>	<b>Current good performance should be maintained</b>	%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
	<b>Police officer establishment (above 3000)</b>	<b>Minimum 3,000 officers required</b>	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	<b>Number of recorded violence against the person (excluding DA) offences per 1000 popn</b>	<b>Transformation of performance is required</b>	Number of recorded alcohol-related violent crime offences per 1000 popn (excluding DA)	<b>Transformation of performance is required</b>
Outcomes	Headline Measure	Attainment	Secondary measure	Attainment
To make every penny count in protecting policing for the long term.	<b>Cost /1000 population (VfM measure)</b>	<b>Current good performance should be maintained</b>		
	<b>Cost savings achieved through collaboration</b>	<b>Transformation of performance is required</b>	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	<b>Public confidence from CSEW</b>	<b>Current good performance should be maintained</b>	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.	<b>Victim satisfaction</b>	<b>Improvement in performance is expected</b>	Satisfaction of victims of violent crime	<b>Improvement in performance is expected</b>
			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.	<b>Number of hours of service provided by special constables</b>	<b>Minimum of 150,000 hours required</b>	Satisfaction of specials, volunteers and watch co-ordinators	Subject to baseline
	<b>Number of /hours worked by volunteers</b>	<b>Transformation of performance is required</b>		