

Police and Crime Panel
5 October 2018
Report of the Police and Crime Commissioner

**OFFICE OF THE POLICE AND CRIME COMMISSIONER'S
PERFORMANCE REPORT**

1. Introduction

This report provides an overview for the Police and Crime Panel of the OPCC's assessment of current performance against the strategic indicators for the Police and Crime Plan 2017-2020 'Safe, resilient and connected communities'.




2. The Police and Crime Plan Strategic Indicators - context

The current reporting arrangements in place for the Police and Crime Panel are based on the strategic indicators set out in the PCC's Police and Crime Plan "Safe, Resilient and Connected Communities".

The Panel have previously indicated that they would like to see the strategic indicator information reported in a more accessible format. A proposed new format was presented at the February 2018 Panel meeting and as a result it was agreed that the new visualised infographic would be used to report on performance against the strategic measures moving forward.

The Panel provided feedback on the prototype, identifying in particular that additional narrative was required to provide context to the infographics. In response to those comments a fuller narrative has been included below for each of the measures. The purpose of this is to provide narrative to support the infographic and the necessary interpretation required to explain the OPCC's judgement.

As part of the work of the OPCC to review the performance framework for the 2018/19 performance year the Commissioner amended the categorisation of the red/amber/green as follows:

RAG	Previous judgement key	New judgment key
	Currently achieving expected attainment level	Content
	Achievement of attainment level at risk	Requires additional scrutiny
	Not achieving expected attainment level	Of concern – action being taken

These new categorisations provide a better linkage between performance management and scrutiny and better enable the Commissioner and the Panel to assess performance, identify issues of concern and understand where additional action here is required to ensure delivery of the Police and Crime Plan.

Where a matter is identified as 'requires additional scrutiny' it will be included within the PCC's Accountability and Scrutiny Plan. That scrutiny will enable the PCC to reach a judgement as to whether performance is acceptable or of concern. The findings of the scrutiny will be brought

back to the Police and Crime Panel via this report and will inform future categorisation. Where an indicator is marked as red 'of concern – action being taken' an agreed course of action will be identified and reported on regularly.

3. Performance against the Police and Crime Plan Strategic Indicators - overall

The OPCC's assessment of performance to-date against the headline strategic indicators for the performance year ended 31st August 2018 show most indicators at Green – 'Content'. This is the latest data for all indicators that are available unless stated otherwise.

Summary:

	October 2018 Panel	June 2018 Panel
Green	8	9
Amber	3	2
Red	0	0
Ungraded	0	0
	11	11

Three indicators have been graded as amber (requires additional scrutiny) in this report: Repeat victimisation, immediate response times and Public Confidence '% of the public who say the police are doing a good/excellent job'.

All three of these areas are under active scrutiny by the Commissioner – to determine what if any action is required to address this issue.

i. Public Confidence – 'Police do a good/excellent job' **AMBER**

(Based on 12 months to March 2017, released on the 19th July 2018)

This measure is based on a national dataset issued by the Office of National Statistics each quarter – covering a rolling 12 month period. The baseline data is the 2 years to December 2015 and is at 68%. At the June 2018 Panel meeting – which considered the findings for the 12 months to December 2017 - 60% of survey respondents felt that Devon and Cornwall Police were doing a good or excellent job. At that time the Commissioner held this measure at GREEN.

The latest publication which covers the 12 months to March 2018 – shows that Devon and Cornwall remains at 60%. This is against a national average of 62% and a Devon and Cornwall baseline of 68%. The Devon and Cornwall national rank has improved from 29th to 23rd. In view of the continued reduced level of confidence for another quarter the Commissioner is categorising this as AMBER. The Commissioner has already commenced additional scrutiny in this area and that will continue to determine what if any action needs to be taken.

In doing so the Commissioner is mindful of a number of factors – and will be continuing to explore all of these as part of that scrutiny activity:

- That national rankings provide limited value as the % levels separating police forces are so narrow that a 0.1% change could mean a significant rise or fall up the rankings
- That the survey period covers up to March 2018 – which is when the Chief Constable launched his new connectivity strategy and local connectivity plans commenced across the force area. The impact of the police's additional focus on connectivity should start to be increasingly visible in the survey results over the next six months and will need to be monitored closely.
- That the OPCC Public Perceptions Survey for 2017 – which was a representative survey carried out by an independent company identified that 66% of respondents felt that the police were doing a good/excellent job – which is notably higher figure than

the national survey. The Commissioner will be repeating that survey this autumn which will further inform her view on this matter.

- That the survey cohort includes people who may have had no dealings with the police over the recent past – and as such their views on police activity may not be based on actual experience of them or their family or peers.

The Commissioner will be closely monitoring the delivery of the force's Connect to Protect Framework over the next three months and will be examining closely the national survey results in October and the OPCC Public Perceptions Survey 2018 from Autumn 2018 as part of this work. In addition we want to look holistically at other sources of information which relate to people who have been in contact with the police – for example complaints data and victim satisfaction surveys to provide a broader view as part of our work to determine what if any additional action is needed.

ii. Repeat Victimisation AMBER (12 months to August 2018)

At the June 2018 Panel meeting the Commissioner reported that repeat victimisation was at 32% and that additional scrutiny work was required to better understand this complex area, in particular with regards to what impact increased reporting of crimes like domestic violence might have and to understand the impact of crimes against business.

Since that meeting the OPCC have commenced this scrutiny. An early finding from that scrutiny work has been that the calculation of the measure adopted previously (which was at 32%) was not accurately measuring the indicator set out in the Police and Crime Plan as it counts offences not individual people or businesses.

The OPCC's view is that by focusing on individual people and organisations as victims, not offence levels, we will have a better reflection of the true impact on individuals. If the revised measure is adopted then the appropriate figure would be 24% for repeat victims - i.e. 24% of victims of crime have also reported at least one offence in the previous 12 months.

While a repeat victimisation figure of 24% is lower than our previous understanding of 32% there remains scrutiny activity that the Commissioner wishes to carry out in this area and that work has commenced. In particular the Commissioner is seeking to understand how effectively repeat victims are being served by Devon and Cornwall Police. A dip sample approach is underway for people who have been the victim of more than 5 crimes and additional analysis is being carried out with regard to business victims as well. The Commissioner will update the Panel further once that work has been completed.

iii. Attendance time for Immediate calls for service: AMBER (Average (median) time for response – 12 months to August 2018)

The baseline figure of 14 minutes 3 seconds is taken from the 2 year average to the end of 2015. For the 12 months to August 2018 the median time to attend an immediate incident is 14 minutes and 21 seconds across the Force as a whole. In isolation this figure appears positive and is well within the current target time for emergency attendance within 20 minutes. However it was recognised that this median figure was likely to mask significant variation in terms of incidents and geography and as a result of this the Commissioner undertook to carry out a review of response times to understand current variances and performance levels and to identify what, if any action, might need to be taken.

The OPCC review of Devon and Cornwall Police's response times to immediate incidents has now been completed and the report findings have been published on the OPCC website. The report can be found at

<https://devonandcornwall.s3.amazonaws.com/Documents/Our%20information/Key%20document/Immediate%20Incidents%20Review%20Report%20June%202018%20Final.pdf>

In that review the PCC considered that the speed of response within Devon and Cornwall is generally good, with 70.2% of immediate incidents responded to within 20 minutes and 87.2% within 30 minutes – with performance levels relatively stable over the past 4 years.

However the Commissioner's review did identify that in the year to 31st March 2018 2,309 immediate incidents were attended after 50 minutes (3% of all immediate incidents). These 50 mins+ incidents occur in all sectors, including urban areas such as Plymouth City Centre, Exeter and Torbay.

The Commissioner has made a number of recommendations regarding additional action that should be taken by Devon and Cornwall Police. These include the carrying out of a detailed examination of the immediate incidents that have taken over 50 minutes to attend in 2017/18, in particular to understand the frequency of occurrence and common factors, the demographic of callers waiting in excess of 50 minutes and what steps might be taken to reduce response times that exceed 50 minutes. Our judgement for this area remains as Amber while we await this additional information.

The OPCC will report publicly on a six month basis on performance in responding to immediate incidents within 30 minutes and 50+ minutes for the 27 police sectors in Devon, Cornwall and the Isles of Scilly starting from October. The performance report presented at December's Panel meeting will look to incorporate this data for the Force as a whole.

4. Commentary on GREEN strategic indicators

Public Confidence – Overall confidence GREEN

(Based on 12 months to March 2018, released on 19th July 2018)

At June's Panel meeting, which covered the 12 months to December 2017, 79% of survey respondents had confidence in Devon and Cornwall Police when 'taking everything into account'. The latest publication which covers the 12 months to March 2018, shows that this figure remains at 79% and slightly above the national average of 78%.

Devon & Cornwall Police's latest public confidence rate is lower than it was in March 2017 (84.7%) but has remained stable at 79% for the last three releases (June, September and December 2017). During this time the force's national position has ranged from 9th to 18th – which reinforces the point that ranking comparisons have limited value given the impact that small variances can have. The latest publication continues to demonstrate this - our national position for this measure has improved again despite a constant performance level – moving from 18th to 14th.

Given that overall public confidence in Devon and Cornwall Police remains high at 79% and closely aligns with the set baseline of 80%, the OPCC judgement continues to be Green for this measure.

Priority Victim Satisfaction GREEN

(September 2017 to August 2018)

The latest available survey data from Devon and Cornwall Police's Performance and Analysis Department indicates that 76% of priority victims are satisfied with their overall experience with the police. Performance against this measure remains stable from the June 2018 Panel meeting. This represents an increase in victim satisfaction compared against the baseline figure of 73% (which was taken from a 12 month average to the end of 2016). This is a positive trend that the OPCC expects to continue, or at least be maintained.

Emergency Call (999) GREEN

(12 months to August 2018)

Based on the latest available data, 92% of 999 calls are answered within 10 seconds. Although performance continues to exceed the baseline figure of 91% there has been a slight decrease in attainment since this figure was reported at the June 2018 Panel, where 95% of 999 calls were answered within 10 seconds. The latest iteration of this release is likely to reflect the increase in 999 demand during June, July and August compared to the equivalent period a year earlier. Between June and August 2017 56,824 999 calls were answered compared with 62,655 999 calls this year – which equates to a 10% increase in 999 demand and 5,831 more calls answered by call handlers. Given the increase in recent demand the latest performance figure is encouraging and the OPCC judgement remains Green.

Non Priority Calls (101) GREEN

(12 months to April 2018)

Based on the latest available data, 70% of 101 non-priority calls are passed to someone who can help with an enquiry within 10 minutes and there has been a decrease in performance since this figure was reported at June's Panel meeting (75% of 101 non-priority calls are passed to someone who can help with the enquiry within 10 minutes). Despite this, performance continues to exceed the baseline figure of 68% and for this reason and given the fact that the Force have continued focus in this area to maintain and improve performance, the OPCC's judgement remains as Green.

The increase in 999 call demand during the summer months is likely to have had an impact on the proportion of secondary contact 101 calls being answered within 10 minutes. Although the OPCC would like to see previous performance levels maintained, we are reassured that 999 immediate calls for service that pose the highest risk are being prioritised by Devon and Cornwall Police. In addition, nearly half of all 101 calls received are dealt with at the first point of contact without the need for members of the public to be transferred and wait additional time for their enquiry to be dealt with.

The force has had significant investments in technology, such as improvements to IT systems, as well as the use of demand management software to better match resources to demand. From the 10th September Devon and Cornwall Police's new webchat went live. These activities are expected to reduce 101 call handler demand and to bring about more efficient use of resources in the Contact Management and Communications Unit.

As part of the OPCC and Force Performance Framework 101 performance is monitored on a monthly basis at their joint PCC/Chief Constable to inform regular discussions with Devon and Cornwall Police and address what action can be taken to drive improvement. It is hoped that 101 performance will begin to improve again once demand levels begin to settle following the extra busy summer period this year. As discussed with the Panel previously, the OPCC with the Commissioner and Devon and Cornwall Police will work together to develop future performance standards in this area.

Emails (101) GREEN

(12 months to August 2018)

95% of 101 emails are responded to within 24 hours which is a slight decrease when the figure of 98% was reported in June 2018 covering the 12 months to March 2018. Despite the reported decrease these figures are particularly encouraging and show a significant improvement in performance since the initial roll-out of contacting 101 by email. The traffic through to 101 email has also increased significantly – with approximately 15,000 extra emails in the year to August 2018 compared to the baseline year.

The OPCC continue to judge this as Green. The use of email as a way of contacting the police in a non-emergency situation is proving to be an effective and timely service and will be further promoted by the Commissioner and force over the coming months as a contact method. A

new baseline of 98% has been set, measured from the first 12 months of operation that accurate data was available for. (12 months to December 2017).

Value for Money – Officer Cost 2017 GREEN

The baseline of £94.40 per head of population is based on the national average and has been taken from the HMICFRS Value for Money Profile 2017, which was published in November 2017. For the same period, the officer cost per head of population in Devon and Cornwall is £91.40. In monetary terms the officer cost per head of population is £3.00 less per head of population compared with the national average.

Value for Money – Police Staff Cost 2017 GREEN

The baseline of £40.10 per head of population is based on the national average and has been taken from the HMICFRS Value for Money Profile 2017, which was published in November 2017. For the same period, the Police staff cost per head of population in Devon and Cornwall is £36.20. In monetary terms the Police staff cost per head of population is £3.90 less per head of population compared with the national average.

Value for Money – OPCC Staff Cost 2017 GREEN

The baseline of £4.10 per head of population is based on the national average and has been taken from the HMICFRS Value for Money Profile 2016, which was published in November 2016. For the same period, the OPCC staff cost per head of population in Devon and Cornwall is £3.90. In monetary terms the OPCC staff cost per head of population is 20p less per head of population compared with the national average. The most recent HMICFRS Value for Money Profile is not used as national OPCC staff costs are not included within the profile.

4. Her Majesty's Inspectorate of Constabulary, Fire and Rescue Services (HMICFRS)

In July 2018 HMICFRS published its national report of its recent inspection into hate crime. The inspection focused on the following areas:

- how forces raise awareness of hate crime in their communities;
- initial call handling;
- crime and incident recording, including the use of hate crime and online flags;
- how forces use problem profiles to help identify trends and patterns of offending and victimisation;
- the risk assessments that forces carry out to determine the response and ongoing support to the victim, and the risk management that follows; and
- the police response to reports of hate crime; and the system for referrals to victim support services.

The report which is available on the HMICFRS website made a number of recommendations nationally for all Chief Constables. The Commissioner is currently seeking views from the Chief Constable regarding the response of Devon and Cornwall Police and will update the Panel in due course. The report can be accessed via the following link:

<https://www.justiceinspectorates.gov.uk/hmicfrs/publications/understanding-the-difference-the-initial-police-response-to-hate-crime/>

5. New performance information section of OPCC website

A broader set of performance information is being finalised for regular publication on the OPCC website to aid our transparency. This will include information on a range of key areas which will include citizens in policing, restorative justice, victims and 101. The OPCC CEO does not wish to make changes to the formal measures for the Panel during the 2018/19 reporting year but will be seeking a discussion with the Police and Crime Panel members

before the start of the next financial year regarding what, if any, additional performance information should be included in this report for the coming financial year.

Contact for further information

Frances Hughes

Chief Executive

Office of the Police and Crime Commissioner for Devon and Cornwall

nicola.long@devonandcornwall.pnn.police.uk

Report prepared 24 September 2018

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