



**Police and Crime Panel  
8 February 2019  
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 infographic would be used to report on performance against the strategic measures moving forward.

In response to comments from the Panel 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	<b>Content</b>
	Achievement of attainment level at risk	<b>Requires additional scrutiny</b>
	Not achieving expected attainment level	<b>Of concern – action being taken</b>

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 scrutiny programme. 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 31<sup>st</sup> December 2018 show most indicators at Green – 'Content'. This is the latest data for all indicators that are available unless stated otherwise. The infographic for February 2019 is included at Annex 1.

Summary:

	February 2019 Panel	October 2018 Panel
Green	9	8
Amber	2	3
Red	0	0
Ungraded	0	0
	11	11

Two indicators have been graded as amber (requires additional scrutiny) in this report: Public Confidence '% of the public who say the police are doing a good/excellent job' and 'Repeat Victimisation'. Both 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 September 2018, released on the 24th January 2019)

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 October 2018 Panel meeting – which considered the findings for the 12 months to March 2018 - 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 to AMBER in view of the continued decrease each quarter since December 2016.

The latest publication which covers the 12 months to September 2018 – shows that the number of survey respondents who felt that Devon and Cornwall were doing a good or excellent job has improved slightly to 62%, albeit they remain below the baseline of 68%. The Devon and Cornwall national rank has also improved from 23rd to 15th.

Despite signs of improvement, the Commissioner will continue to judge this measure has AMBER until continuous improvement is evident and Devon and Cornwall Police's additional focus on connectivity is visible in the survey results. The latest survey period covers the 12 months to end September 2018 which is only six months after the Chief Constable launched his new Connectivity Strategy and local connectivity plans commenced across the force area. Any positive impacts from this activity are not expected to be fully reflected in the latest release. This should start to become increasingly apparent in future releases of this data, which will be monitored closely over the year.

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 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 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 has recently repeated the OPCC Public Perceptions Survey and the results of that survey will be received by the Commissioner in February 2019. This additional survey, alongside some further surveying that the Commissioner has carried out recently with Plymouth City Council and other partners within Plymouth will provide further insight into the public's views in this area. The findings of these additional survey activities will be shared with the Police and Crime Panel at its next meeting.

The Commissioner will continue to monitor the delivery of the force's Connect to Protect Framework and its impact as well as the next round of CSEW survey data and the local surveys on public perception. The OPCC will also be looking 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. The Commissioner also notes that the figures relating to the percentage of survey respondents who have confidence in the police remains consistently high at around 80% on public confidence.

**ii. Repeat Victimisation: AMBER**  
(12 months to December 2018)

At the October 2018 Panel meeting the Commissioner reported on an early finding from the scrutiny activity that has commenced in this area - which has changed the measure used to monitor repeat victimisation. The measure used previously (which was at 32% when last calculated) was not accurately measuring the indicator set out in the Police and Crime Plan as it counted offences not individual people or businesses.

The new measure which focuses on individual people and organisations as victims, not offence levels provides a better reflection of the true impact on individuals and businesses. This figure was reported at 24% at the October Panel Meeting and based on the latest available data remains relatively static at 25% - so a quarter of victims (people and organisations) of crime have also reported at least one offence in the previous 12 months.

In addition to the change of how repeat victims are now calculated, further scrutiny activity has included a dip sample approach which has looked at people who have been the victim of more than 5 crimes. The findings of which have been presented to the Joint Leadership Board who have requested that the Devon and Cornwall Police Victim Strategic Group looks into this matter further and reports back on action being taken to support repeat victims and future plans. The Joint Leadership Board has also requested additional work is carried out by the Devon and Cornwall Police Prevention Department, who are considering a problem solving approach for repeat victims who are businesses.

The Commissioner has decided to retain this measure at AMBER until the work described above has been carried out and presented back.

**4. Commentary on GREEN strategic indicators**

**Public Confidence – Overall confidence GREEN**

(Based on 12 months to September 2018, released on 24<sup>th</sup> January 2019)

At October's Panel meeting, which covered the 12 months to March 2018, 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 September 2018, shows that

this figure remains at 79% and slightly above the national average of 76%. Our performance for this measure has remained at 79% for the last four releases (Dec 2017, Mar, Jun and Sept 2018) seeing our national rank range from 18<sup>th</sup> to 14<sup>th</sup>.

During this period our national rank has changed from the 12<sup>th</sup> highest to the 16<sup>th</sup> highest. However national rankings provide limited value as percentage levels separating police forces are so narrow that 0.1% change could mean a significant rise or fall up the rankings.

Given that overall public confidence in Devon and Cornwall Police has remained stable for the last three releases and closely aligns with the set baseline of 80%, the OPCC judgement continues to be Green for this measure.

### **Priority Victim Satisfaction GREEN**

*(12 months to December 2018)*

The latest available survey data indicates that 74% of priority victims are satisfied with their overall experience with the police. Performance against this measure remains stable from the October 2018 Panel meeting and aligns with 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 be maintained.

### **Emergency Call (999) GREEN**

*(12 months to December 2018)*

Based on the latest available data, 91% of 999 calls are answered within 10 seconds and is in line with the baseline figures of 91% which is based on the two years to December 2015. There has been a slight decrease in attainment since this figure was reported at the October 2018 Panel - where 92% of 999 calls were answered within 10 seconds. The latest data reflects a period of significant increased demand on 999 services, locally and nationally. In 2017, 197,703 999 calls were answered compared to 214,536 in 2018. This equates to a 9% increase or 16,833 more calls answered by call handlers. Although the proportion of 999 calls answered within 10 seconds has decreased slightly, performance continues to be strong for this measure and the OPCC is encouraged that despite the increase in demand the level of service has been maintained. The OPCC judgement continues to be Green for this measure.

### **Attendance time for Immediate calls for service: GREEN**

*(Average (median) time for response – 12 months to December 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 December 2018 the median time to attend an immediate incident is 14 minutes and 25 seconds across the Force as a whole. This figure is well within the current aspirational time for emergency attendance within 20 minutes. However it is recognised that this median figure masks significant variation in terms of incidents and geography. In light 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.

During the 2017/18 financial year, 71,349 immediate incidents were attended in Devon and Cornwall. In the 12 months to December 2018, which the latest data is based on, 74,353 immediate incidents were attended in Devon and Cornwall. This is a 4% increase based on the equivalent period a year earlier and equates to 2,827 more immediate incidents attended. The average (median) attendance time has increased slightly from 14 minutes and 8 seconds to 14 minutes and 25 seconds. Given the increase in demand in 2018 compared with 2017, it is encouraging that average attendance times have stayed relatively stable and performance has been maintained in this priority area.

The OPCC review of Devon and Cornwall Police's response times to immediate incidents was completed in June 2018 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.

The Commissioner's review did identify that in the year to 31<sup>st</sup> March 2018 2,309 immediate incidents were attended after 50 minutes (3% of all immediate incidents). The review noted that these 50 mins+ incidents occur in all sectors, including urban areas such as Plymouth City Centre, Exeter and Torbay not just in rural or remote coastal areas.

In the review the Commissioner made a number of recommendations regarding additional work that should be carried out by Devon and Cornwall Police. These included an examination of the immediate incidents that took 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. The Chief Constable has now submitted his formal response to the Commissioner's review which will be published in early February 2019.

The OPCC committed to reporting publicly on a six month basis on performance in responding to immediate incidents within 20 minutes, 30 minutes and 50+ minutes for the 27 police sectors in Devon, Cornwall and the Isles of Scilly. The first 6-monthly data publication has been published on the OPCC's website and future data will be published in the Performance Section of the OPCC website on a regular basis.

<https://www.devonandcornwall-pcc.gov.uk/information-hub/key-documents/>

Our judgement for this area has been returned to Green.

### **Non Priority Calls (101) GREEN**

*(12 months to December 2018)*

Based on the latest available data, 69% of 101 non-priority calls that are not resolved at the 1<sup>st</sup> point of contact are passed to someone who can help with an enquiry within 10 minutes. There has been a slight decrease compared to the figure reported at October's Panel meeting when 70% of such 101 non-priority calls were passed to someone who can help with the enquiry within 10 minutes. Despite this, the proportion of calls passed to secondary contact within ten minutes continues to exceed the baseline figure of 68%.

The 101 non-emergency number deals with a large volume of calls each year. Over 550,000 calls were picked up by 101 in the period covered by this report. 49% or 279,000 of calls made to 101 in that period were resolved immediately without the need for members of the public to be transferred and wait additional time for their enquiry to be dealt with.

The increase in 999 call demand during the second half of 2018, especially over the summer period, 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.

Devon and Cornwall has made 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 and

a new ICT system which will allow callers to be directed to other departments without going through 101 will be introduced in the coming months. 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. In addition a new online service has also been launched on the Devon and Cornwall Police website to provide an easier route for members of the public to request an update on the progress of a crime report. The new 'Crime Update Request' button is contained within the 'online contact options on the Devon and Cornwall homepage.

101 and 999 performance is monitored on a bi-monthly basis at the Joint Leadership Board of the Commissioner and the Chief Constable.

In view that performance remains in line with the baseline attainment figure, the high levels of 999 demand experienced in the latter half of 2018 and the continued focus on process and ICT investments to improve service the OPCC's judgement remains as Green for this measure.

### **Emails (101) GREEN**

*(12 months to December 2018)*

A baseline of 98% has been set for this measure which is based on the first 12 months of operation that accurate data was available for (12 months to December 2017).

Based on the latest available data, 96% of 101 emails are responded to within 24 hours. This is slightly higher than the figure which was reported at the Panel Meeting in October 2018 – 95%. Although performance is lower than the baseline attainment figure it remains strong. Especially in view of the increased number of emails answered in 2018 compared with 2017. During this period there has been a 25% increase in emails answered which equates to 16,775 responses.

The OPCC continue to judge this as Green and are encouraged that an increasing number of people appear to be using email as a way of contacting the police in a non-emergency situation. This is proving to be an effective and timely service and will be further promoted by the Commissioner and force as an alternative contact method to phoning 101.

### **Value for money measures**

The 2018 HMICFRS Value for Money Profile was published on the 26<sup>th</sup> October 2018. The HMICFRS has adopted new software to display the Value for Money Profiles and it is no longer possible for us to extract the data needed to update the three value for money measures set out in this report. Further advice is being sought from HMICFRS as to whether these figures can be extracted and replicated based on the latest data. In light of the outcome of the discussions with HMICFRS the OPCC may need to review these indicators. Until then, this information remains unchanged from what was reported to the Panel in October.

### **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. New performance information section of OPCC website**

In previous meetings the Panel have indicated a desire to access greater information regarding crime data within Devon and Cornwall. In response to this, the OPCC are developing a new performance section of the OPCC website, which is described in more detail in the PCC Update Report. As part of that work the OPCC is preparing a series of briefing documents on crime based on the Office of National Statistics data that is published quarterly. This will include an overall profile for Devon and Cornwall as well as individual profiles for Devon, Cornwall, Plymouth and Torbay. Attached to this report as Annex 2 is the 'profile' for the whole Devon and Cornwall for the 12 months to end of June 2018. The other profiles will be available on the OPCC website by the middle of February 2019.

These profiles provide an overview of recorded crime and trends based on the main Home Office offence categories. It should be noted that the ONS data upon which the profile at Annex 2 is based relates to the year to the end of June 2018 as there is a delay in the publication of ONS data due to verification processes.

Views from the Panel are welcomed on the attached profile and on any refinements you might wish to see in future reporting cycles.

The OPCC CEO would welcome any feedback from the Panel regarding what, if any, additional performance information should be included in this report for the coming financial year 2019/20.

#### **Contact for further information**

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