

Essex Police and Crime Panel	EPCP/10/13
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Establishing Effective Performance Management Arrangements

Report by the Deputy Police and Crime Commissioner to the Panel

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Purpose of report and background

The purpose of this report is to provide the Panel with an overview of the performance management arrangements being established by the Commissioner and his Office.

The performance management arrangements currently being developed are designed to meet a range of needs as follows:

- 1) To allow the Commissioner to give an account to the Panel and others on
 - a) progress in delivering the Police and Crime Plan
 - b) the effective allocation and use of Community Safety Funding and
 - c) evidence of what works and the case for strategic shifts in resourcing, e.g., prevention and early intervention
- 2) To allow the Commissioner to hold the Chief Constable to account, and
- 3) To support local engagement activity, enhancing understanding of local needs and issues

This paper outlines the progress being made in addressing each of these.

1) Giving an account to the Panel

a) Progress in delivering the Police and Crime Plan

Headline indicators are being identified for each of the key areas of focus in the Plan through discussion with service leads. These discussions are also helping to develop a qualitative narrative about the current position and confirm which data the Commissioner's Office will receive from lead partners on a regular basis.

A summary of the currently defined headline indicators is appended (**Annex A**).

It is proposed that a report showing the 2013/14 Q1 position across this suite of indicators, where data is available, will be brought back to the Panel for review in

September/October. The emphasis will be on establishing a baseline, understanding trends and reasons for historic changes, providing context, highlighting where there could be systemic problems and where there may be issues in particular parts of Essex.

b) The effective allocation and use of Community Safety Funding

A separate paper provides an update on decisions made about funding allocations to date.

Each recipient of Community Safety funding is required to complete a Funding Agreement, which sets out the terms and conditions including reconfirming key deliverables. There is also an expectation that formal reports will be submitted at the mid and end of year stages. A standard format for reporting is being finalised and will capture evidence of success and help provide assurance that funds are being spent as agreed.

c) Evidence of what works and the case for strategic shifts in resources

Part of this evidence could come from the learning from the more innovative projects being funded by the Commissioner, and a Conference is proposed for the late autumn which will provide an opportunity to reflect on the experience of the first 12 months to inform the strategic direction for the future.

A Research and Analysis Network has also been created under the auspices of Safer Essex, and brings together research and analytical expertise and capacity from partners, including the University of Essex. The Network is developing a prioritised list of 'topic reports' which will form the basis of a rolling research and analysis work programme. The topic reports would also form part of the wider JSNA (Joint Strategic Needs Assessment), helping to strengthen links with health.

Initial ideas for research areas are appended (**Annex B**). The emphasis is on getting evidence to support moving resourcing, effort and expenditure 'upstream' to preventative initiatives, and finding out what works.

2) Holding the Chief Constable to account

The Commissioner holds weekly scrutiny meetings with the Chief Constable and his senior team. Monthly performance updates are presented by Essex Police covering a range of management information on police activity, with quarterly reports providing contextual narrative. Financial, human resource and other information is also considered.

Discussions are also taking place on a number of related areas, to provide supplementary assurance for the Commissioner:

- Further review of the strategic operational information used internally by Essex Police, to understand how it links to the Police and Crime Plan
- Looking at how financial reporting can be improved by drawing links with performance and outcomes
- Reviewing how recommendations from audits and inspections are responded to

The *Essex Police Challenge* is a new initiative, designed to allow scrutiny of the Chief Constable to take place in public, every quarter, in locations around the county. The first Challenge will be held in Chelmsford on 5 August.

Questions have been invited, with the three best and most pertinent ones posed to the Chief Constable at the meeting. Key agenda items are:

- Crime trends and police performance, with an emphasis on house burglary and street robbery
- Area of Focus *Improving Road Safety* - information on the number of people killed or seriously injured on the roads of Essex and how driver behaviour can be addressed
- Area of Focus *Increasing efficiency in policing through collaborative working and innovation* – three major IT projects and implementation challenges Essex Police face:
 - Mobile Data Terminals for officers to access real time information on patrol or at a crime scene
 - SAP, the force's new financial, HR and procurement software
 - Athena, a regional IT initiative designed to modernise policing software

3) Supporting local engagement activity

The Commissioner made a commitment to hold two local public engagement events in each area of the county in his first year of office.

The key issues for discussion in each area are chosen by the Commissioner from the District Commander's view of community concerns, crime and anti-social behaviour data, local CSP priorities and review of media and neighbourhood policing coverage on local issues. Briefing notes, with relevant data, are produced to inform all those attending the public meeting. Questions and concerns are addressed at the meeting where possible, with actions followed up and reported back to subsequent meetings. Greater insights about local issues and what works should emerge from the development of the wider performance management arrangements outlined in this report.

The intention is to review whether the Public Engagement events as they are currently held are the most cost-effective way of engaging with local communities, and the Panel's views on this are welcomed.

Reduce Crime

Reduce domestic abuse

Number of incidents of domestic abuse

Number of repeat incidents of domestic abuse

Number of repeat offenders of domestic abuse

Domestic abuse solved rate

Support victims of crime

Number of repeat victims of crime

Satisfaction of victims of dwelling burglary, vehicle crime or violent crime with:

- making contact with the police
- action taken by the police
- being kept informed of progress
- treatment by staff
- overall service

Reduce youth offending and all types of re-offending

First time entrants to the youth justice system

% of offenders aged under 18 who go on to reoffend

% of adult offenders who go on to reoffend

Re-offending rates for those under YOS supervision

Re-offending rates for those under Probation supervision

Tackle consequence of alcohol and drugs abuse and mental health issues

Engaging in effective alcohol and drugs treatment

Leaving alcohol and drugs treatment in a planned way

Prison to community - continuity of alcohol and drugs care

Number of victim-based night-time economy crimes

Number of S136 enactments

Improve road safety

Number of people killed and seriously injured in road collisions

- Total
- Motorcycle/ powered two wheel vehicles
- Young car drivers (17-25)
- Pedestrians

And if significant numbers ...

- Cyclists
- Children and young people (0-17)
- Drink drivers

Improve crime prevention

Number of recorded crime offences

Solved crime rate

% of people who think the Police are doing a good job in their area

% of residents feeling safe outside in their local area (by day and night)

% spend on crime prevention (tbc)

Supported by other monitoring data and a research programme; available by Ward, district, unitary where possible to help with understanding of hotspots

Police and Crime Plan: how the Research & Analysis network can help inform

Area of Focus	Possible research areas/questions
Reducing domestic abuse	<p>Understanding of how long it is before Police have good quality interaction with the victim, including appropriate levels of risk assessment and handovers, and how the response might vary depending on where someone lives</p> <p>Less than 40% incidents are reported to the Police – what happens from a health setting perspective? (Ruth Weir's PhD focus)</p>
Supporting our victims of crime	<p>Effectiveness of Neighbourhood/Community Resolution disposals from victim perspective (analysis of satisfaction by disposal?)</p> <p>Better understanding of the number of repeat victimisations of vulnerable people and the time taken to break the cycle</p>
Reduce youth offending and all types of reoffending	<p>Develop a better predictive model for youth and adult offending and reoffending, identifying opportunities for prevention and providing early help.</p> <p>Effectiveness of Neighbourhood/Community Resolution disposals in preventing young people from reoffending?</p>
Tackle consequences of alcohol and drugs abuse and mental health issues	<p>Better understanding of volumes and patterns of Home Office defined 'trigger offences' in Essex, as national research (and experience of Drug Testing on Arrest pilot in Chelmsford?) suggests 30-35% will test positive for Class A drugs. Measure pre and post implementation?</p> <p>Value of further analysis of Treatment Outcome Profiles, available for drug and alcohol treatments from age 16 and over – includes offending, although self-reported, and the impact of treatment on this.</p> <p>Assurance that anyone coming to the Police's attention with MH issues is appropriately dealt with, gets the right treatment and doesn't harm themselves or others.</p>
Improve road safety	<p>Are there groups of people who are more likely to have accidents because of other things happening in their life, e.g., offending activity, mental health issues, and can their road safety behaviour be influenced through other partnership interventions?</p>
Improve crime prevention	<p>Do the public know where to go to for good advice? Quality of information on Police website, number of hits etc (although often in response to national event/issue).</p> <p>Further work to identify repeat victims of business crime.</p> <p>Coverage and quality of Neighbourhood Watch; use of Crimestoppers?</p> <p>Review what it is important to record in crime incidents – care not over bureaucratic.</p> <p>Evaluation of the effectiveness of crime prevention activity – level/proportion of resources compared with crime figures (including trend data showing impact of specific campaigns) and resident perceptions</p>