Police and Crime Panel

7 October 2016

The PCC's Performance Monitoring Methodology and Framework

Summary

1. The Objective is for the Panel to question the PCC about the PCC's methodology for monitoring the performance of the Constabulary and other agencies in delivering the objectives in his Police and Crime Plan.

Focus of the agenda item

2. Panel Members at previous meetings and informal workshops have highlighted various aspects of the PCC's Performance Monitoring Methodology, including the use of IT systems such as ATHENA, risk register monitoring, and effective performance monitoring of growing areas such as cybercrime. Further detail is given in the Background section below.

Recommendations

3. The Panel is recommended to:

   a) Have regard to all the information in this covering Report.

   b) Ask questions of the PCC, and make any recommendations to the PCC, in relation to the content of this Report.

   c) Make any resolutions, or identify any further actions required, in relation to the content of this Report and responses to questions made at the meeting.

Background and Key Lines of Enquiry

4. At the meeting of 18 March 2016, in consideration of the Status Review of PCC Objective 2 – 'Solving Crime':

   - The PCC advised the Panel that as much as half of crime went unrecorded with less than a quarter of those recorded being solved.
   - The PCC highlighted the changing pattern of crime and that cybercrime was not specifically recorded as such.
   - The Panel wished to know when the full benefits of the additional resource would show in the performance statistics.
   - In noting the additional resources to tackle 'hidden harm' and protect vulnerable people the Panel raised concern about whether the level of resource was sufficient

given that the Constabulary's solved rate in this area was still 40% lower than similar police forces.

- The Panel raised concern about the lack of accurate staffing numbers and the PCC confirmed that it was difficult to obtain precise numbers.
  [Subsequently for the Panel meeting on 19 July 2016 there was an Information Bulletin item on 'Protecting Vulnerable People Resourcing']

- The Panel noted the absence *[at that time]* of any 'solving crime' performance statistics since October *[2015]* whilst the new ATHENA data recording system was being deployed.
  [Subsequently at the Panel meeting on 19 July 2016 it was noted in the Minutes that "… the deployment of the ATHENA data recording system had been completed ahead of schedule and new performance reports containing accurate data were now awaited. The development of ATHENA was now to move on to the second stage where issues such as the building of ethnicity categories and partnership capability would be addressed …"]

- With regard to cybercrime the PCC confirmed that he had a close working relationship with Suffolk County Council's Trading Standards Department.

5. The Panel requested that at the October 2016 Panel meeting there should be an item scrutinising the PCC's performance monitoring methodology, including the deployment of ATHENA, risk register monitoring, and the monitoring, management and awareness-raising of cybercrime.

6. Key focus areas of interest to the Panel, arising from previous meetings and an informal workshop, are as follows:

   i) The overall framework for monitoring delivery of the Plan
   ii) Information sources used to measure performance, eg. –
   - Constabulary recorded crime data (on ATHENA?);
   - Constabulary and other agency data associated with preventing crime
   - Anecdotes and public engagement; Sources of Local Community Intelligence (eg. via PCSOs)
   iii) Risk management
   iv) Monitoring, management and awareness-raising of cybercrime; Has the PCC come up with a methodology to measure the performance of the resources now deployed on cybercrime?
   v) Statistics on 'hidden crime'; not reported / recorded
   vi) Data sharing protocols (*recognising the complexity and the need for confidentiality protection*)
   vii) The balance of resources on different types of crime eg. cybercrime; focus on 'Prevention' not just 'Reaction'
   viii) Use of 'Measures' vs. use of 'Targets' *(noting the Home Secretary's commissioned report of Aug 2015 on 'Use of Targets in Policing')*
   ix) ATHENA deployment – impact of the lead ACC leaving Suffolk/Norfolk?

7. In December 2015 the government published the review of use of local targets in policing and found that "*while forces have generally moved away from the use of hard numeric targets, there are still some individuals in policing who believe targets for call handling or response times exist, even though Home Office performance targets were abolished in 2010*". The review made recommendations for chief constables, PCCs, the College of Policing and HMIC, as well as the Home Office. These included that "*Police and Crime Commissioners (PCCs) should develop a more sophisticated*

dialogue with the public on what they consider "success" to look like; and to consider the potential negative impact of setting numerical targets in their police and crime plans."

8. The PCC regularly reviews the performance of the Constabulary in public at his '[Accountablity and Performance panel](#)' (A&P) meetings, the most recent of which was on 9 Sep 2016.

9. The PCC has proposed PERFORMANCE MONITORING FRAMEWORK – QUANTITATIVE MEASURES within the new draft Police and Crime Plan (Agenda Item 4, referenced as Evidence Set 1 below). In addition, the most recent performance report from the PCC's A&P meeting is attached as Evidence Set 2. Finally, as Evidence Set 3, there is an extract from a government report on the use of targets in policing. It is envisaged that verbal responses will be given by the PCC in the meeting to the focus areas identified above, and any other questions from the Panel.

Supporting Information

10. **Evidence Sets** (attached)

   (i) **Evidence Set 1** [4 pages] – 'PERFORMANCE MONITORING FRAMEWORK – QUANTITATIVE MEASURES'   (NB. This is already Included within **Agenda Item 5, 'Draft Police and crime Plan', Page 35**)

   (ii) **Evidence Set 2a** [4 Pages] - Performance Priorities Monitoring Report – 1 July 2015 – 30 June 2016, as presented to the PCC A&P mtg on 9 Sep 2016.

   (iii) **Evidence Set 2b** [18 Pages] - Performance Priorities – Appendix A, as presented to the PCC A&P mtg on 9 Sep 2016.

   (iv) **Evidence Set 3** [14 Pages] – Summary Extract from the Report, '*The use of targets in policing*', Chief Superintendent Irene Curtis, August 2015 (published Dec.2015)

11. **Background Information** (For reference; not attached)

   (i) Police and Crime Panel meeting, 18 March 2016: [http://committeeminutes.suffolkcc.gov.uk/meeting.aspx?d=18/Mar/2016&c=Police%20and%20Crime%20Panel%20(Joint%20Committee)](#)

   (ii) PCC Website, 'Monitoring Performance': [http://www.suffolk-pcc.gov.uk/about-us/monitoring-performance](#)

   (iii) PCC Accountability and Performance Panel, 9 Sep 2016: [http://www.suffolk-pcc.gov.uk/public-meetings/accountability-and-performance-panel/accountability-and-performance-panel-9-september-2016](#)

   (iv) Government Press release and Full Report, 'The use of targets in policing', Chief Superintendent Irene Curtis, August 2015 (published Dec.2015):

   • [https://www.gov.uk/government/news/police-targets-review-published](#)

   • [https://www.gov.uk/government/uploads/system/uploads/attachment_data/file/466058/Review_Targets_2015.pdf](#)

Contact Details

Police and Crime Panel, Suffolk County Council Committee Services, Telephone: 01473 265119, email: [committee.services@suffolk.gov.uk](#)