



To: Business Coordination Board

From: Chief Constable

Date: 13 November 2014

PERFORMANCE UPDATE

1. Purpose

1.1 To update the Business Coordination Board (“the Board”) on Cambridgeshire Constabulary’s (“the Constabulary”) performance against the priorities identified in the Police and Crime Commissioner’s Police and Crime Plan (“the Plan”) in the 12 months to 30th September 2014. Further data is available within the accompanying ‘Performance Update’ pack (attached at Appendix 1).

2. Recommendation

2.1 That the Board note the contents of this paper.

3. Background

3.1 Priorities identified in the Performance Framework of the Plan are grouped within several areas. This report follows that structure and provides contextual information where possible to help understand current progress against priorities.

3.2 This report acknowledges the impact of supporting management information in order to understand detailed performance against Plan measures. In the main this detail is omitted, however where relevant this detail can be provided.

3.3 A table summarising high level performance measures is included within Appendix 1 (page 4). While a number of indicators have numerically deteriorated against new more challenging baselines, the scale of variation is not statistically significant in some cases.

3.4 The Constabulary continues to show improved performance around the level of Anti-social behaviour (ASB) incidents, Organised Crime Group (OCG) management and the contribution (in hours) made by the Special Constabulary, where performance is

significantly better than the baseline. However, levels of victim based crime, burglary dwelling outcome rates, domestic abuse outcome rates and hate crime outcome rates are all significantly worse than the baseline.

- 3.5 The Office of the Police and Crime Commissioner and the Constabulary are working through the impact of the change to the Performance Framework as a consequence of the Constabulary's increased focus on vulnerability. In our strive to 'do the right thing' for victims it has become increasingly clear that a quantitative approach to performance management can not only lead to unintended consequences, but also an unbalanced view of performance.
- 3.6 In order for a more holistic understanding of performance to be gained (and genuine improvement to be made) a more informed approach should be used. Encouraging critical curiosity through a reflective learning exercise is more likely to result in positive outcomes for victims (as opposed to outputs). Thereby allowing quantitative measures take their place as *part* of the narrative and not the narrative in its entirety.

4. Maintain Local Police Performance

Deal with local concerns

- 4.1 Dealing with local concerns is one of many important measures of police engagement and gives an indication as to how successful the Constabulary are at meeting residents expectations. The Plan identifies local confidence as the measure of success in this area.
- 4.2 The proportion of respondents that agree *the 'police are dealing with the things that matter'* has remained stable. Data indicates that 68.2% (n=3,564) agree; this has fallen from the 68.9% baseline. While not statistically significant, local plans continue to drive activity to improve. Local analysis supports national findings to conclude that very specific local priorities are important and these are usually not crime related.
- 4.3 A toolkit has been developed to better connect local priorities and improve communication of problem solving with local communities. The Constabulary's Force Performance Board will continue to monitor its implementation in the coming months. Of note, confidence in Cambridge City, South Cambridgeshire and Peterborough is showing signs of improvement, though Fenland, Huntingdonshire and East Cambridgeshire have seen some deterioration.

Satisfaction with service delivery

- 4.4 In order to attempt to understand and improve the quality of service given by the Constabulary, victims of crime are routinely surveyed. Victim satisfaction has stabilised at 87.7% (n= 1775) in the 12 months to September 2014. Analysis suggests that regular communication of police intentions and activity is important to victims and ensures their expectations are realistic. Local activity is in place to maintain victim satisfaction levels.
- 4.5 Data to June 2014 confirms service delivery in Cambridgeshire remains better than peers. Service delivery data is not available as yet for the period from June 2014.

Increase the number of Special Constables

- 4.6 The Special Constabulary are integral to modern policing, and the contribution made by Special Constables in Cambridgeshire is a vital part of policing activity. Progress towards achieving the two aims: 1) to increase the number of Special Constables and 2) increase the number of hours of activity, continues.
- 4.7 Whilst the measure currently indicates the establishment is below target (267 officers), a cohort of 31 officers began training week commencing 20th October 2014. It is anticipated that the current intention to expand the integration of Special Constables across most areas of the Constabulary will improve retention of officers through the improved career development opportunities this offers. Good progress has been made towards improving the contribution of Specials, with the hours worked in the 12 months to September 2014 statistically higher than the baseline (hours worked has increased by more than 9% to 65,777 compared to baseline).

Call Handling

- 4.8 Primary call handling for both emergency and non-emergency calls remains consistent and allows effective triage and prioritisation. Whilst secondary call handling has been challenging in recent months, this has now stabilised. A separate paper is presented to the Board on Call Handling.

5. Continue To Tackle Crime and Disorder

Reduce the level of recorded crime

- 5.1 The increase in victim based crime is now statistically significant when compared to the baseline. The increase has been evident over a sustained period of time (since the end of 2013) although remains lower than historic levels¹. This is consistent with the regional / national picture that suggests increased levels of recording. Community Safety Partnerships have been tasked by the Constabulary's Operational Priority Review meeting conducting some research to establish whether there are any other external influences on the increase in violence crime (excluding domestic violence and serious sexual offences).
- 5.2 There are some contributing factors to the increase: the impact of improved recording processes and a renewed focus on some offence types as a result of national issues such as Operation Yewtree. The offence categories driving the uplift in offences are those affecting some of the most vulnerable victims, therefore improved recording and reporting is welcomed.
- 5.3 The Constabulary's focus on crime recording continues. This ensures crime is recorded correctly and any misunderstanding of National Crime Recording Standards is corrected promptly. Specific priority crime areas are discussed elsewhere in this report.

¹ Compared to 12 months to September 2012

- 5.4 Although crime levels remain higher than last year, monthly data suggests that the rate of change stabilised at c12% up to and including July 2014. However, September 2014 has seen the rate of change fall, with crime in September 9% up on September 2013. It may be that a new 'normal' level of crime is slowly being reached as a result of improved crime data integrity, and the national focus on some offence categories.
- 5.5 At a local level, increases in crime are identified on a daily basis through local Daily Management Meetings. At these meetings district priorities are identified and tactics drawn up to best protect the public from harm. This ensures that decision making is focussed on the threat, risk and harm caused in local communities.
- 5.6 While it is possible to deal with many of these issues using local resources, the Force Daily Management Meeting is the mechanism through which resources can be re distributed depending on demand. Typically, tactics employed include a focus on known nominals of interest and proactive patrol of hot spot locations.

Reduce the perception of high ASB

- 5.7 The proportion of respondents that perceive a high level of ASB has fallen marginally to 0.6% (n=3564).
- 5.8 ASB incident levels continued to fall in the 12 months to September 2014, and were statistically lower than at baseline, a total of 1,106 fewer incidents.

Improve the detection rate

- 5.9 The full range of the recently introduced crime outcomes is now in place, with a robust audit process ongoing to ensure the quality of internal processes, with reporting on the full range will follow in due course. There is a move away from the traditional 'sanction detection' rate as the entirety of police performance recognises the benefit of a more complete picture of police activity.
- 5.10 The Constabulary's all crime detection rate remains statistically comparable to the baseline, and comparable to peers. However the impact of increasing crime has prevented the detection rate from keeping pace. For several months rates have been below that of the same period in the previous year. Activity is currently on-going to ensure investigative processes are effective and efficient thus maximising outcome opportunities.

Improve the management of dwelling burglary

- 5.11 Three measures are identified as indicators of successful management of dwelling burglary:
- Recorded Crime Rate
 - Detection Rate
 - Satisfaction Rate

- 5.12 The satisfaction rate remains consistent (94.8% n=540) and better than peers. Whilst there is some variation at district level, the level of recorded burglary remains stable (2491 vs 2411 baseline).
- 5.13 The detection rate remains statistically lower than at year end. A proportion of detections for these types of offences are achieved when an offender asks for offences to be taken into consideration. Removing these from the calculation shows the improvement in September 2014 was as a consequence of an increase in primary outcomes (for example, charge, summons or caution) following a period of stable performance.

Asset recovery

- 5.14 The Plan identifies a strategic requirement to increase the volume and value of assets removed from criminals. The total value of assets removed has fallen from a baseline figure of £2,277,970 to £628,490 (in the 12 months to August).

Organised Crime Groups

- 5.15 Two measures are identified to assess OCG performance. The total 'harm' caused by OCGs is measured and represented numerically using a national framework. The strategic intent of the Constabulary is to reduce this value within the year.
- 5.16 The first measure is an aggregate of individual harm scores for all known OCGs currently operating in Cambridgeshire. The measure specifically recognises that effective management of OCGs is likely to identify new groups within the year and as a result the total harm score may not necessarily reduce. As previously unknown groups are recognised the value may increase.
- 5.17 The harm score in September 2014 for all known OCGs has fallen (from 1406 to 1263). This is in part due to the disruption activity which has seen the harm score for some OCGs reducing.
- 5.18 The second measure is an indicator of efforts to disrupt and reduce the harm caused by the groups identified at the start of the plan. This 'cohort' will remain the same and therefore a reduction in harm caused by these groups is expected. The total harm caused by the original cohort has been reduced significantly (from 1406 to 824).

Perception of drug misuse

- 5.19 Perception of drug misuse in Cambridgeshire has fallen to 7.3% in the 12 months to September 2014. This is an improvement of 1.7ppts on the baseline position.

6. Keeping People Safe

Improve the ratio of domestic violence incidents to prosecutions / Detection rate for Domestic abuse crime

- 6.1 The level of recorded domestic abuse has increased. This is welcomed as an indicator of an improved sensitivity to identifying vulnerable people and an improvement in

recording practices. However, an increase in demand has implications on officer workloads; this should be acknowledged and monitored.

- 6.2 Alongside increasing crime, the number of detections achieved has fallen. As a consequence the 'detection 'rate is statistically lower than the baseline. The speed of response has been identified as an area for improvement. The recent prioritisation of the need to better understand domestic response performance through the monthly operational priority review process should provide some opportunities for learning and improvement in due course. Achieving a balance between immediate response resources and investigative ones remains important.
- 6.3 The wide ranging piece of analysis focussing on the Constabulary's Public Protection Department covering workload / increases in demand is ongoing. It is anticipated that the result of this will shape our response to vulnerability.

Improve the Hate Crime Detection Rate / Improve Satisfaction rate for Victims of Racist Incidents

- 6.4 Increasing the reporting of Hate Crime is a strategic intention of the Constabulary's Hate Crime strategy; recognising that this is an area in which crime is vastly under-reported. As a consequence of this, and to be positively welcomed, is the increase in the level of recorded hate crime. However the detection rate has not kept pace with the increase in recording. At the same time, there has been a fall in the satisfaction rate for victims of racist incidents (a proxy measure for all hate crime only). Whilst remaining statistically comparable to baseline in the 12 months to September, the rate was lower than at the last quarter end (78.6% compared to 83.2%) n = 103.
- 6.5 The web based survey implemented in order to better understand and respond to hate crime continues. Using this mechanism enables victims to provide anonymous feedback to the Constabulary. Although response rates to the survey are relatively low any feedback received is passed back to the Constabulary's Hate Crime lead and to local points of contact. This ensures that in the case when further police contact is necessary it can be arranged and provides a continual learning process for all other cases where learning can be assessed and shared.

7. Maintain the Resilience of Protective Services

Reduce the number of people killed or seriously injured

- 7.1 The number of people killed or seriously injured on the roads of Cambridgeshire has increased to 430 from 417.

8. Other Matters

Sickness Management

- 8.1 Police Officer sickness absence is stable whilst a small increase in police staff sickness is observed. These figures are monitored on a routine basis as part of local Senior Management Teams and strategically at the Constabulary's People Board.

BIBLIOGRAPHY

Source Document(s)	Business Coordination Board – Police and Crime Commissioner Performance Update – September 2014
Contact Officer	Susan Ratcliffe, Head of Performance, Corporate Development Department, Cambridgeshire Constabulary