



**To:** Business Coordination Board

**From:** Chief Constable

**Date:** 14 July 2015

## OPERATIONAL UPDATE

### 1. Purpose

1.1 The purpose of this paper is to provide an operational update to the Business Coordination Board ("the Board"). The paper covers Cambridgeshire Constabulary's ("the Constabulary") recent performance, Her Majesty's Inspectorate of Constabulary (HMIC) inspections, significant operations and effective and efficient policing.

### 2. Recommendation

2.1 The Board is invited to note the contents of the report.

### 3. Performance Update

#### 3.1 Doing the Right Thing – Organisational Priorities

3.1.1 The provision of management information relating to resourcing levels remains work in progress; once available this will facilitate much needed analysis of demand v resources, enabling a better profile of where organisational stretch may be greatest.

#### 3.2 Maintain Local Performance

3.2.1 **The Victim engagement measure** (satisfaction survey) has stabilised at c86%; albeit lower than at year end (89%). Good communication skills remain the key enabling activity to achieving satisfied victims whatever the level of service they (the victim) receive. Work to enhance officer communication skills is currently being monitored through the Local policing priority Review Meeting process.

3.2.2 Victims of **Burglary Dwelling remain satisfied** with overall service delivery, with the rate achieved in the 12 months to April statistically higher than the Most Similar Forces

; whilst satisfaction rates in the 12 months to May remain at the high of 93.9%; the follow up indicator has deteriorated, the Local Policing Priority Review Meeting will monitor activity in this area.

3.2.3 **The Public's confidence** in the Constabulary remained stable in the 12 months to May (72.7%) and comparable to the baseline; some variation remains at local level. It is important to remain sighted on the potential influence the current satisfaction rates might have on confidence rates in the future. A more visible police presence remains high on the public agenda, this is likely to abate as Programme Metis becomes fully embedded.

### 3.3 Continue to Tackle Crime and Disorder

3.3.1 **Victim Based Crime** (all victims) continues to increase; with the greatest 'rate' of increase seen in those categories where victim vulnerability might be expected to appear more often. The prioritisation of vulnerability, combined with the influence of Operation Yewtree has seen a subtle shift in the crime profile in Cambridgeshire emerge; with an increased proportion of violence against the person and sexual offences and a decrease in the proportion of Theft and Crimes against society. The diminishing proportion of theft offences in the Cambridgeshire crime profile<sup>1</sup> is in line with the Crime Statistics England & Wales (CSEW trend<sup>2</sup>). Of note, the category of Cyber Crime is in its infancy (relative to other crime categories) however as public acknowledgement of this crime increases, this is likely to become a 'high volume crime category'.<sup>3</sup>

3.3.2 **Achieving prosecution possible outcomes** remains challenging. The monthly rate in May has improved for victims of burglary dwelling and domestic abuse. Hate crime victims have not seen a month on month improvement in May although this year's rate was marginally better than last years (29.8% v 28.3%). This is offered for information only at this time, analysis of what 'doing the right thing' looks like in the context of outcome rates is underway and a number of variables which influence outcome rates are being explored, the full report is due for delivery at the Constabulary's Force Performance Board next month. However, it is important to acknowledge the impact of a changing crime profile on outcome rates.

3.3.3 **The wider outcomes framework**<sup>4</sup> was devised to strengthen police discretion by recognising the full range of potential disposal, rather than incentivising officers to pursue a particular outcome. It promotes a more victim oriented approach in encouraging officers to consider the needs of victims and it further increases transparency in policing through providing the public with a richer picture of crime and how it is dealt with. As the focus on seeking out and prioritising vulnerability continues, scrutiny of the full range of outcomes becomes more relevant and provides an

---

<sup>1</sup> Which includes (but is not limited to) vehicle crime, burglary, theft of pedal cycles, theft from person,

<sup>2</sup> <http://www.ons.gov.uk/ons/rel/crime-stats/crime-statistics/year-ending-september-2014/sty-stock-take-of-crime-statistics.html>

<sup>3</sup> 161 offences recorded in the 12 months to May 2015; monthly average over preceding 12 months was 12 offences, May 2015 saw 24.

<sup>4</sup> [https://www.gov.uk/government/uploads/system/uploads/attachment\\_data/file/157796/consultation-response.pdf](https://www.gov.uk/government/uploads/system/uploads/attachment_data/file/157796/consultation-response.pdf)

opportunity to evidence what 'doing the right thing' might mean in relation to crime outcomes.

3.3.4 **Investigative throughput**, and any difficulties achieving efficient and effective investigations is a key influence on outcome and satisfaction rates. When timescales are long, victims need particular care and attention in order that they feel the Constabulary take their case seriously. Analysis has identified key activities which are within the Constabulary's control, which could improve investigative timescales, reduce officer workloads and therefore deliver a better victim centred service. Identifying what a 'proportionate' investigation looks like in order to ensure the most effective use of investigative resources is currently being explored; this is likely to have a positive impact on workloads once the concept has been delivered to officers. This is subject to scrutiny at the Constabulary's Force Performance Board.

### 3.4 Keeping People Safe

3.4.1 Data relating to **the ratio of domestic abuse incidents to prosecutions** is no longer provided by the Crown Prosecution Service; this is a knowledge gap which should be addressed for the coming reporting year.

3.4.2 **Integrated Offender Management** provides the right environment through which offender behaviour is managed thus reducing ongoing demand on police resources. Meaningful performance data remains out of reach at this time. This is a partner responsibility which must be addressed in order to provide reassurance that reducing offending remains at the forefront of business.

### 3.5 Organisational Health

3.5.1 **Organisational Stretch**; as the focus on vulnerability has gathered pace, there has been a notable increase in demand on resources. This is apparent for both reactive (territorial policing) and investigative (territorial policing and investigations) resources. As we turn the focus to crime outcome measures<sup>5</sup>, achieving efficient and effective investigations should be a key aim. This is subject to discussion at the Constabulary's Force Performance Board.

3.5.2 Whilst technology is a key enabler to saving police officer hours, it is becoming ever more apparent that the potential demands arising from the adoption of Athena (the collaborative IT project) need to be carefully managed. The further development of TuServ is fundamental to mitigating the impact of this new demand on officer time. This is being monitored through both the TuServ and Athena project boards.

3.5.3 **Police Officer Sickness**; at Force level officer sickness remains below the national average at 6.6 days lost per officer. Investigations has seen a month on month increase (in the 12 month indicator) since December 2014. Absorption rates through sickness are subject to scrutiny through local area senior management team meetings, and at a strategic level, at the Constabulary's People Board.

3.5.4 **Police Staff sickness**; at Force level remains stubbornly high and above the national average at 9.5 days lost per staff member. HQ has seen a similar profile and Investigations Police Officer sickness trends. Absorption rates through sickness are

---

<sup>5</sup> [https://www.gov.uk/government/uploads/system/uploads/attachment\\_data/file/407460/response-crime-outcomes-consultation-1314.pdf](https://www.gov.uk/government/uploads/system/uploads/attachment_data/file/407460/response-crime-outcomes-consultation-1314.pdf); HO intends publishing full data from July 2015.

subject to scrutiny through local area senior management team meetings, and at a strategic level, at People Board.

#### **4. HMIC Inspections Update**

##### **4.1 PEEL Efficiency, Leadership and Legitimacy**

4.1.1 The HMIC inspection, forming part of the Police Efficiency, Effectiveness and Legitimacy (PEEL) Programme took place between 1<sup>st</sup> – 4<sup>th</sup> June 2015.

4.1.2 Further PEEL inspection activity will be phased throughout 2015-16, with all forces receiving final grades for effectiveness, efficiency and legitimacy in Spring 2016.

##### **4.2 PEEL Vulnerability Inspection**

4.2.1 The Cambridgeshire Vulnerability inspection will be taking place during the week commencing 27<sup>th</sup> July 2015.

4.2.2 An HMIC inspection of case files will be taking place as part of this inspection will be taking place between 13<sup>th</sup> July – 14<sup>th</sup> July 2015.

4.2.3 The inspection will cover the broad range of vulnerability, but it will have a specific focus on three areas this year:

- **Missing and absent children:** This aspect of the inspection will also provide the evidence base for a thematic report, which is due for publication in the autumn.
- **Domestic abuse:** HMIC will follow up on their domestic abuse inspection from March 2014 and assess progress made since then.
- **Child sexual exploitation:** HMIC will undertake an initial assessment of the Constabulary's readiness to tackle Child Sexual Exploitation.

#### **5. Significant Operations**

##### **5.1 Summer Drink Drive Campaign**

5.1.1 The Constabulary's summer drink drive campaign was launched on 1<sup>st</sup> June 2015, alongside a month-long THINK! Campaign, highlighting the dangers of drink driving through posters and social media. An increased number of checks will be carried out by officers throughout the month.

##### **5.2 Operation Alliance**

5.2.1 A roads policing operation (Operation Alliance), carried out on 5th June 2015 in Huntingdon, stopped 67 vehicles for a variety of reasons including criminal and traffic related offences.

5.2.2 The operation was a regional Automatic Number Plate Recognition and roads policing operation, which has been running throughout the Eastern Region. Coinciding with the National Police Chiefs' Council summer drink and drug drive campaign, the operation works with a range of partner agencies including Immigration, the National Vehicle Crime Intelligence Service, the Vehicle and Operator Services Agency, Her Majesty's Revenue and Customs and the Department for Work and Pensions.

5.2.3 During the operation officers arrested two people; a male on suspicion of immigration offences and another male on suspicion of driving without a licence or insurance, failing to stop for police and possession with intent to supply a Class B drug. Nine traffic offence reports were issued for not wearing a seatbelt, no insurance, speeding and using a mobile phone while driving. Nine prohibition notices were issued in relation to defects on vehicles, and three £100 fines were issued relating to dangerous usage of caravans and excess driver hours for heavy goods vehicles. Three summons were issued for traffic related offences and four vehicles were seized under Section 165 of the Road Traffic Act 1988.

## **6. Significant Cases**

6.1 A male from Whittlesey who preyed on young girls has been jailed for 10 years. Jason Swift was arrested in October 2013, after Police received information of him possessing indecent images of children and inciting children to engage in sexual activity. Police seized a number of devices from Swift's home and, after examination, discovered almost 3,000 indecent images of children on them.

6.2 In December 2014, Swift was charged with seven counts of inciting a child to engage in sexual activity, three counts of causing a child to watch images of sexual activity, five counts of engaging in sexual activity in the presence of a child, one count of facilitating the commission of a child sex offence, eight counts of making indecent images of a child, one count of possessing indecent images of a child and one count of taking indecent images of a child. He pleaded guilty to the charges at Peterborough Crown Court and was sentenced to 10 years in prison at Huntingdon Crown Court on 12th June 2015.

6.3 A gang who stole nearly one million pounds worth of cars and property from homes across East Anglia have been jailed. The gang was involved in 102 burglaries in Cambridgeshire, Essex, Kent, Suffolk, Hertfordshire, Norfolk, Enfield and Buckinghamshire between 18th March and 29th September 2014. The property stolen amounted to £970,000 of which around £159,000 worth was recovered. Items stolen included cars, money, computer equipment, electrical goods and jewellery.

6.4 The five gang members were sentenced at Ipswich Crown Court on 18th June 2015, with the leader of the group being jailed for eight years, and the others to sentences between seven years and eight months.

## **7. Effective and Efficient Policing**

### **7.1 Changes to Mental Health Recording**

7.1.1 Improvements have been made to the way the Constabulary records and monitors mental health related incidents to ensure those involved are supported in the most appropriate way.

7.1.2 There is a new monitoring requirement for all incidents that involve the use of powers under either Sections 135 or 136 of the Mental Health Act 1983, Section 5 of the Mental Capacity Act 2005, or result in a voluntary referral to Mental Health services.

- 7.1.3 A new monitoring form has been introduced, which is forwarded by an officer to the Health Care Professional to whom they are handing over responsibility for care of a client.
- 7.1.4 The new process will enable Force Duty Managers to maintain an overview of all mental health related incidents, particularly those resulting in the use of police powers under Section 136 of the Mental Health Act 1983.

**8. Recommendation**

- 8.1 The Board is invited to note the contents of the report.

**BIBLIOGRAPHY**

<b>Source Document</b>	
<b>Contact Officer</b>	Chief Inspector Paul Ormerod, Corporate Development Department, Cambridgeshire Constabulary