**Cambridgeshire
Police & Crime
Commissioner**

**To:**          Business Coordination Board

**From:**        Chief Constable

**Date:**        30 September 2015

**PERFORMANCE UPDATE – 12 MONTHS TO JUNE 2015**

**1.      Purpose**

1.1     The purpose of this paper is to provide a performance update to the Business Co-ordination Board ("the Board") on Cambridgeshire Constabulary's ("the Constabulary") performance against the priorities identified in the Police and Crime Commissioner's ("the Commissioner") Police and Crime Plan ("the Plan") in the 12 months to June 2015.

**2.      Recommendation**

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

**3.      Background**

3.1     In cognisance of the reporting mechanism agreed to support the revised performance framework[1]; this report will focus on the Plan outcomes, however, will necessarily pay due regard to both the measures and the qualitative context. The report will cover objectives 1, 3 and 4.

3.2     Delivering policing within the available budget (objective 2) is monitored through the Finance Subgroup. Maintain the resilience of protective services (objective 5) is monitored through Strategic Alliance governance processes.

**4.      Maintain Local Police Performance – Objective 1  (12 months data to 30th June 2015)**

4.1     **An effective response** to public calls for help is achieved through a call handling facility which responds to the public's prioritisation of their call (either through using 999 or 101 see **Annex 1**). The volume of incoming 999 and 101 calls remained high in the 12

---

[1] BCB March 2015 Action 4

months to June; a marginal drop in the grade of service for 999 calls is observed. Although secondary call handling continued to present challenges, both emergency and primary non-emergency call handling grade of service remained statistically comparable to the year-end position.

4.2 Demand is effectively managed through a flexible and fluid approach to resource use within contact management. There is a mechanism in place to ensure supervisors across the two sites communicate effectively to manage demand across 999 and 101 – this maximises the use of staff time. There has also been an escalation process established in times of significant demand to ensure the Constabulary delivers the best service it can with the resources it has.

4.3 The constabulary acknowledges that secondary call handling remains challenging; in response to this a commitment has been made to implementing technological solutions in order to facilitate an improved service to the public; 'Queuebuster' has been implemented, with close monitoring of progress continuing; on average this is proving to be managing approximately 15% of the demand entering into 101. Instant Voice Recognition (IVR) technology will follow in the coming months and the work is currently underway to align this across the collaboration partnership to make sure a consistent service is given.

4.4 Current risks being managed closely within Contact Management are; recruitment into vacancies (which are high), is proving difficult; and the impact of the implementation of ATHENA on call handling times. The Force Performance Board continues to monitor this through the forward agenda plan. [2]

4.5 **Enhancing operational policing resources through the use of volunteers (special constabulary) remains a key aim**. The constabulary remains committed to the Commissioner's pledge, to increase the special Constabulary establishment to 300 by the end of the reporting year. However, recruitment and retention difficulties has seen the number of Special constables fall to the lowest level seen in the last 12 months, and at 266 falls short of the aspirational 300.The Territorial Policing Integration Model is the constabulary's response to retention difficulties; a closer alignment between special constables and regular officer shifts has seen their contribution in hours increase; which is currently significantly higher than the benchmark (77,100 hrs v 67,829hrs).

4.6 In order to improve recruitment into the specials, a revised Special Constabulary Recruitment Strategy is currently under discussion between the Constabulary and the Commissioner's Office; once agreed this will provide a platform from which to

---

[2] Action 14, Force Performance Board August 2015

promote an attractive volunteering opportunity in order to increase the Special Constabulary Establishment.

4.7 **The Public's confidence** that the police are dealing with the things that matter to people in the local area continues to improve, reaching a high of 73.2% in the 12 months to June; a result which is statistically comparable to the year-end position; whilst confidence rates vary, they remain improved in all local areas.

4.8 The key issues for respondents remain consistent, with a desire for more police presence featuring highly. Whilst a key benefit of project METIS is to increase the visibility of front line officers, this should be weighed against the increasing demand arising from the threat, risk and harm approach to prioritisation. The consequence of tasking resources on this basis is less visibility in areas where there is less demand in respect of threat, risk or harm.

4.9 How the police treat victims is highly influential on their (victim's) perception of how interested in and engaged with them the police are[3]. Thus, ensuring victims are satisfied with the service they receive (from the Constabulary) facilitates an environment through which close working relationships can grow.

4.10 **Victim satisfaction with the overall service they received** remained high in the 12 months to June (and better than at the 12 months ending March point); and statistically better than the most similar group of forces. Police initiated contact with victims remains a key influence on overall satisfaction levels (and thus on confidence levels); in an environment where some victims may not get the service they feel they should, improving officer skills is paramount. Driving up victim focussed service delivery standards is a key focus of the work of the Investigation Scrutiny Group.

**5. Continue to Tackle Crime and Disorder – Objective 3 (12 months data to 30th June 2015)**

5.1 The Constabulary continues to work with partners in order to tackle crime and anti-social behaviour and thus protect the public from the harm caused; whilst supporting victims and helping them to cope and recover from the trauma of their experience.

5.2 The **partnership approach to Anti-Social Behaviour (ASB),** with appropriate use of new legislative powers remains firmly embedded across districts. Recent improvements have been made to the risk assessment process; the impact of this is being monitored through the ASB strategic group.

5.3 Public perception of high **anti-social behaviour** in their area remained low in the 12 months to June, and improved on the position at the 12 months ending March 2015.

---

[3] (Bradford *et al*, 2009, p. 31).

Whilst police recorded ASB has shown a month on month increase since March, levels in the 12 months to June remained lower than the year end position. Work remains in progress to provide support to high risk victims of ASB through the Victims' Hub[4]

5.4     The Constabulary's focus is towards 'vulnerability', a fluid concept which cannot be linked to specific crime types; however, the Plan's objectives require recognition of the impact of specific crime categories on the public. The wider 'victim based crime' category, together with burglary dwelling and hate crime is thus specifically discussed.

5.5     **Victim Based Crime** _rates_ in Cambridgeshire in the 12 months to March 2015 were higher than the most similar group of forces, and the regional, however remained lower than the national. More recent data (the 12 months to June 2015) has seen some stability emerge in the monthly crime levels, although they remain marginally higher than at the year-end position (up by 2%).

5.6     Ongoing evidence of the changing crime profile can be seen in the increase in the _proportion_ of Violent Crime offences (Violence against the Person, Sexual Offences and Robbery), and a decrease in the _proportion_ of Theft offences. The diminishing proportion of theft offences in the Cambridgeshire crime profile[5] is in line with the Crime Survey of England and Wales (CSEW) trend[6]. It is also important to recognise, the rate of increase in violent crime is greater in the 'without injury' category; with reports of violence remaining stable, whilst not the only influence, the strongest influence remains the drive for improved crime recording standards.

5.7     It is important to remain cognisant of the impact of new crime categories, particularly cyber enabled/dependant crime. Recent Home Office research indicates the public's awareness of what actually amounts to this type of crime is in its infancy. This together with a perception little can be done (by the police) and a lack of understanding of how/where to report is driving under reporting. However, it also acknowledges that as awareness and understanding increases; the subsequent impact on police recorded crime figures is largely dependent upon the nature of the crime and whether it meets the Home Office Crime Recording criteria.[8] A small team of officers has been allocated to investigating the more complex cyber enabled crime as well as cyber dependent crime. In addition to their investigative capabilities, the team has been developed and

---

[4] Action 18; August Force Performance Board
[5] Which includes (but is not limited to ) vehicle crime, burglary , theft of pedal cycles, theft from person,
[6] http://www.ons.gov.uk/ons/rel/crime-stats/crime-statistics/year-ending-september-2014/sty-stock-take-of-crime-statistics.html accessed 29/05/2015 11:33

[8] https://www.gov.uk/government/uploads/system/uploads/attachment_data/file/246749/horr75-summary.pdf accessed 21/09/2015 08:14

designed to provide specialist advice and guidance across the organisation in order to mature the wider understanding and capability across the organisation.

5.8 Alongside the changing crime profile, the **all crime prosecution possible outcome** rate remained lower than the year end position (in the 12 months to June 2015); the rate achieved for crimes where there is a 'vulnerability' marker is comparable to the 'all victim' rate (c21%). Although 'vulnerability' is a fluid concept, there are some crime types which suggest 'vulnerability' is more likely to reside; for example Domestic Abuse. Domestic Abuse and Burglary Dwelling outcome rates are discussed elsewhere in this report.

5.9 The Constabulary has recently implemented a **Force Investigation Scrutiny Group** in order to drive up investigation standards. Whilst the initial focus is on Burglary Dwelling and vulnerability, it will review investigative activity more generally in order to identify learning for wider dissemination, and also weaknesses to identify capability gaps and implement training. The aim of the group is to ensure investigative activity is efficient, effective and victim focussed; reporting into the Force Performance Board on a quarterly basis.

5.10 The changing crime profile should be balanced against the Constabulary's objective to 'do the right thing' by focusing on crime data integrity and vulnerability; providing reassurance that the focus is in the right place.

5.11 The most recent Office For National Statistics data release (to 31$^{st}$ March 2015) identified the Cambridgeshire rate of increase in **Robbery** is contra to the regional and national; the Constabulary monitors offence levels monthly (and daily); the most recent operational response continues in collaboration with partners and focusses on young people offending. Peterborough will begin a knife amnesty in October, which will include education in schools. In the 12 months to June, Robbery crime levels remain higher than at year end (by 8%).

5.12 **Burglary Dwelling** crime levels were comparable to the year-end position in the 12 months to June (2,255 v 2,296) challenges remain though, in achieving a prosecution possible outcome rate for victims. Offenders taking offences into consideration (TIC) when being interviewed provides a notable boost to the primary outcome rate; however, changing sentencing guidelines makes this a less attractive prospect for offenders. This, together with a focus on 'doing the right thing' has seen less resources focussed on achieving TIC outcomes in recent months; that said, the primary outcome rate has remained stable in the 12 months to June (compared to the year-end position).

5.13 All territorial policing areas are in the process of revising their approach to Burglary Dwelling with the aim of maximising outcome opportunities and improving the service

to victims. Intelligent dispatch remains a key tactical approach adopted by most areas, where and when resourcing levels permit; the aim of which is to improve response times and the quality of investigative activity at the outset. Better use of PCSOs in the initial phase of evidence gathering, and improving officers investigative skills are activities designed to improve outcome performance. Governance arrangements are being revised; with new recommendations due for discussion at force Performance Board in September. The constabulary will continue to monitor performance on a daily / monthly basis, with quarterly reports to the strategic board continuing.

5.14   Despite the fall in outcome rates, **burglary victim satisfaction** levels remained high at 93.5%; this is comparable to the year-end position. This indicates that whilst the outcome of an investigation is important, a greater emphasis is placed on the interaction and communication officers have with victims than the criminal justice outcome.

5.15   Recent Office for National Statistics data indicates that **crime involving a knife/bladed** instrument has risen at a faster rate in Cambridgeshire year on year, than either regionally or nationally. Crime rates (per thousand population) shows Cambridgeshire to be below the national and above the regional; however, in order to offer greater reassurance local areas have been requested to provide the qualitative context for discussion at Force Performance Board in September.

5.16   **The Constabulary** remains committed to tackling the impact of **Organised Crime Group**s (OCGs) on the lives of the public of Cambridgeshire**.** The current focus is to adopt and investigate those OCGs which cause harm through the impact on communities or through the exploitation of vulnerable people. Following the review of the Constabulary's management of OCGs, the responsibility for management and disruption of OCGs has been devolved to districts. Where there is a need for enhanced capabilities work is escalated to regional and national assets; this aligns with national requirements for the effective use of all policing assets from the local to the national, and ensures local knowledge improves. The completion of the Serious and Organised Local Crime Profile in recent months allows for focused partnership activity in the development of preventative work.

5.17   The total harm caused by OCGs in Cambridgeshire has reduced, with a reduction in both the total score and the average score per group (as at June 2015). However, this is a fluid measure influenced by proactive tactical activity which can see harm scores increase/decrease as intelligence pictures develop and criminal factions change.

6.   **Keeping People Safe – Objective 4  (12 months data to 30th June 2015)**

6.1   The Constabulary continues to prioritise keeping the most vulnerable people in our communities safe from harm, particularly those who are vulnerable to domestic abuse. The Multi Agency Safeguarding Hub (MASH) provides the partnership response to

these victims, through which safeguarding is delivered. In addition, keeping communities safe requires a clear focus on those who commit the most crime; the Integrated Offender Management scheme is the structured and coordinated approach to achieving this.[9]

6.2 Following the recent HMIC Inspection; a wide review of the Force response to Domestic abuse is being led by the Public Protection Department. Immediate activity is underway to improve areas of risk, with a remedial plan in place and shared with Local Policing Managers to establish improved working practices and additional support to specialist resources. Clear direction has been given to officers highlighting the expectation that Body worn video will be used when attending domestic incidents, unless explicit reasons are recorded for not doing so; in addition, a revision of the use of Pace Code G (necessity to arrest) has been commissioned in order to ensure its use is appropriate. The recently published College of Policing Authorised Professional Practice provides additional guidance on dealing with domestic abuse.

6.3 **Domestic response** times remain a focus in order to ensure a sustained improvement is achieved; all local areas are  exploring innovative ways of improving response to domestic incidents, ranging from intelligent dispatch, promoting a 'one team ' ethos and the enhancement of resources at peak domestic incident times. Response times will remain under scrutiny to ensure improvements are achieved.

6.4 The volume of **domestic abuse crime** continues to increase. Safeguarding begins at the point an officer attends the call for service; with the scale of safeguarding designed to meet the level of risk identified. At the most immediate and minor level, this may simply be the actions of the response officer in ensuring the safety and wellbeing of the victim. The more intensive, and more specialist level is delivered through the activities of the Multi Agency Safeguarding Hub (MASH)  in helping and protecting the victims deemed at medium or high risk; demand here is increasing. However, improved performance monitoring within the MASH ensures this is scrutinised at the MASH governance board and any mitigating action deemed necessary is taken.

6.5 Domestic Abuse **prosecution possible outcome** rates have deteriorated in the 12 months to June when compared to the yearend position; with the discrete monthly rate in June remaining lower than last years for at least the last 13th consecutive months. It is apparent there has been an increase in the proportion of outcomes recorded where the victim does not support police action since March, with c25% of outcomes recorded thus; in addition outstanding suspect levels have increased. Improving the initial response, routine use of body worn video cameras and better suspect management should drive improvements in this area in the coming months.

---

[9] Action 1; Force Performance Board, July 2015

This will continue to be monitored through both the Local Policing Priority Review Meeting and Force Performance Board.

6.6 Potentially some of the most vulnerable victims are victim of **hate crime**; thus, an increase in crime as an indication of improved confidence in the police is welcomed (up by 3% compared to 12 months ending March 2015). At the same time, the prosecution possible outcome rate, whilst statistically comparable to the year-end position, is marginally higher (than it). Work has been carried out to gauge the views of key individual networks as to whether there has been a real increase in religious intolerance in Cambridgeshire; as the management information could be interpreted thus. Whilst there appeared to be no clear evidence of a general rise in religious intolerance, beyond what is seen in response to key national events, the need to clarify the role of the Cambridgeshire Independent Advisory Network (CIAN) remains work in progress; this is being managed through the Ethics Equality and Inclusion Group, and monitored through the Organisational Development Board.

6.7 The Constabulary continues to strive to provide a service to victims which leaves them feeling reassured by and satisfied with the service they receive. Achieving this will drive up confidence in the Police response, and therefore the likelihood of reporting. The **satisfaction of racist incident victims** (with the overall service provided) remains comparable to last year in the 12 months to June 2015 (79.2% v 80.0%), albeit marginally lower. In line with recent Home Office guidance, the victim survey cohort has now been widened to cover other protected characteristics, thus the survey becomes a true reflection of 'hate victims'.

6.8 The Cambridgeshire and Peterborough **Integrated Offender Management (IOM)** scheme operates under a set of principles through which offenders can be managed. The scheme delivers a partnership approach to reducing reoffending and work with offenders to address the cause of their offending. The most recent evaluation of the scheme's effectiveness, undertaken in 2013, identified a 70% reduction in re-offending, and a notable proportion of the cohort ceasing to offend entirely. Recent revisions to the underlying principles moves the scheme away from purely focussing on prolific offenders, and widens the scope to capture all offenders; this fits with the Constabulary's strategic direction which will see offenders of domestic abuse being managed under the IOM scheme in a pilot beginning in September 2015.

6.9 **With the force focus remaining firmly on protecting vulnerable people, there has been an impact on resources, both response and investigative resources.** The Constabulary recognises the importance of effective resource use in order to meet changing demands and maintain the quality of service it delivers. Analysis has been commissioned which will explore the demand versus resources tensions, identify where the tension is greatest and make recommendations for change. Following the conclusion of this analysis and resulting discussions, the Head of Corporate

Development Department will explore the means to develop a flexible resourcing model which allows for a dynamic movement of resources to alleviate pressure when it arises, thus improving the service to victims.

6.10 **Investigative and safeguarding** workloads remained high in June, and whilst this is being managed through the Local Policing priority Review process there is an increasing awareness of the need for a more dynamic approach to resource use. This is already being recognised at local area level with the introduction of a 'one team' ethos to address response times. Analysis has identified the need to improve our investigative effectiveness and work is being undertaken which will be reported through the Local Policing Priority Review process in October.

**7.    Organisational Health (12 months data to 30th June 2015)**

7.1 **Police officer sickness** increased in the 12 months to June, to an average of 6.5 working days lost per officer per year compared to 6.3 in the 12 months to March 2015. Over two thirds of officer sickness is medically certificated, with c55% long term; the proportion of long term sickness has risen c2.0ppts since the 12 months ending March 2015. Despite these marginal increases, Police Officer sickness remains lower than the National Average.

7.2 **Police staff sickness** increased to an average of 9.7 days lost per staff member per year; and increase of 0.6 days since the 12 months ending March 2015.Police Staff sickness remains above the national, most similar group and regional average(s). Three quarters of staff sickness is medically certificated, with just under two thirds (62.4%) long term; the proportion of long term sickness has increased by 4.7 ppts since the March 2015 year end.

7.3 **Sickness absence** is managed through local team senior management meetings; and at a strategic level through the Force People Board. However, the increasing proportion of 'long term' sickness for both police staff and officers suggests more serious conditions are impacting on sickness levels.

| **Contact Officer** | Head of Performance; Sue Ratcliffe, Corporate Development Department, Force Headquarters |
|---|---|

| Bibliography | |
|---|---|
| Page 1 | Action 4; BCB March 2015 |
| Page 2 | Action 14; Force Performance Board August 2015 |
| Page 3 | Action 18; Force Performance Board August 2015 |
| Page 3 | (Bradford *et al*, 2009, p. 31). |
| Page 4 | http://www.ons.gov.uk/ons/rel/crime-stats/crime-statistics/year-ending-september-2014/sty-stock-take-of-crime-statistics.html accessed 29/05/2015 11:33 |
| Page 4 | https://www.gov.uk/government/uploads/system/uploads/attachment_data/file/246749/horr75-summary.pdf accessed 21/09/2015 08:14 |

## 999 Emergency Call Handling Performance

| | June 2014 | July 2014 | Aug 2014 | Sept 2014 | Oct 2014 | Nov 2014 | Dec 2014 | Jan 2015 | Feb 2015 | Mar 2015 | Apr 2015 | May 2015 | June 2015 |
|---|---|---|---|---|---|---|---|---|---|---|---|---|---|
| Call Volume | 8941 | 10118 | 9227 | 8333 | 9148 | 8678 | 8264 | 7407 | 7055 | 8007 | 7898 | 8916 | 8626 |
| % answer in 10 sec | 96.01 | 93.44 | 93.41 | 93.78 | 93.30 | 94.92 | 94.28 | 96.79 | 95.52 | 95.61 | 96.19 | 96.05 | 94.35 |

(Call Volume and % of Emergency Calls answered with 10 seconds with FCR)

## 101 Non-Emergency Calls

| | June 2014 | July 2014 | Aug 2014 | Sept 2014 | Oct 2014 | Nov 2014 | Dec 2014 | Jan 2015 | Feb 2015 | Mar 2015 | Apr 2015 | May 2015 | June 2015 |
|---|---|---|---|---|---|---|---|---|---|---|---|---|---|
| Call Vol | 30119 | 32097 | 28379 | 29305 | 29025 | 27002 | 24604 | 24838 | 24734 | 27587 | 26709 | 27691 | 29717 |
| % ans in 30 sec | 91.35 | 92.50 | 94.82 | 93.71 | 94.93 | 95.52 | 95.68 | 95.79 | 93.50 | 92.85 | 92.58 | 94.68 | 93.08 |

(% calls within PSC answered in under 30 seconds)

## Secondary Call Handling Performance

| | June 2014 | July 2014 | Aug 2014 | Sept 2014 | Oct 2014 | Nov 2014 | Dec 2014 | Jan 2015 | Feb 2015 | March 2015 | April 2015 | May 2015 | June 2015 |
|---|---|---|---|---|---|---|---|---|---|---|---|---|---|
| % Abandoned after 30 secs | 19.21 | 21.27 | 16.68 | 16.47 | 13.49 | 12.39 | 10.81 | 10.53 | 13.96 | 18.39 | 22.36 | 17.40 | 16.71 |
| Average Wait Time (minutes & seconds) | 4.34 | 5.1 | 3.31 | 3.25 | 3.16 | 3.36 | 3.40 | 2.40 | 3.53 | 4.52 | 6.31 | 5.02 | 4.54 |
| Longest Wait Time (minutes & seconds) | 52.12 | 54.29 | 39.27 | 59.18 | 56.42 | 47.38 | 41.25 | 45.42 | 49.31 | 49.00 | 58.05 | 53.24 | 47.27 |

(% calls abandoned after 30 secs, Average Wait Time (minutes and seconds) and Longest Wait Time (minutes and seconds))