



To: Business Coordination Board

From: Chief Constable

Date: 26 November 2015

PERFORMANCE UPDATE – 12 MONTHS TO SEPTEMBER 2015

1. Purpose

1.1 The purpose of this paper is to provide a performance update to the Business Coordination 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 September 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 framework¹; 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 September 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

¹ BCB March 2015 Action 4

101). Whilst the volume of incoming 999 and 101 calls remained above the monthly average recorded over the preceding 12 months; a month on month fall in call volumes is apparent in September. An improvement in grade of service for 101 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 The effective management of demand through a flexible and fluid approach to resource use within contact management continues. There have been specific pressures in Contact Management in the recent period, due to mandatory training abstractions. In addition, whilst recruitment into vacant posts continues, training and mentoring of the new staff impacts on call handling performance; the benefits of the training and mentoring should be seen in the coming months.
- 4.3 **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; with a revised recruitment strategy completed and the supporting marketing strategy being written.
- 4.4 The special Constabulary is now fully integrated within territorial policing areas, with duties aligned to regular shift patterns; the development of further specialist areas where members of the special constabulary can add value and make Cambridgeshire the Special Constabulary of choice in our region for 'career specials'² continues.
- 4.5 **The Public's confidence** that the police are dealing with the things that matter to people in the local area has fallen slightly to 73.7%³ (n = 3497) in the 12 months to September; this is marginally better than the June 2015 position and remains statistically higher than the year-end position.
- 4.6 How the police treat victims is highly influential on their (victim's) perception of how interested in and engaged with them the police are⁴. Thus, ensuring victims are satisfied with the service they receive (from the Constabulary) facilitates an environment through which close working relationships can grow.
- 4.7 **Victim satisfaction with the overall service they received** remained high in the 12 months to September 85.9% (n= 1779) a result which was statistically comparable to the year-end position although a deterioration on the June 2015 position. In the 12 months to June Cambridgeshire satisfaction levels were statistically better than the most similar group of forces. Despite this there are some concerns emerging⁵. In order

² i.e those people who have no wish to join the regulars but want to pursue a career in the specials.

³ Force Performance Review October 2015

⁴ (Bradford *et al*, 2009, p. 31).

⁵ Force Performance Review October 2015

to improve police initiated contact with victims , particularly 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 remains a key focus for the organisation.

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

- 5.1 Public perception of high anti-social behaviour in their area remained low in the 12 months to September, and marginally improved on the position at the 12 months ending March 2015. Police recorded ASB in the 12 months to September was statistically lower than the year end position with the fall in the monthly level following the expected seasonal pattern.⁶ Work remains in progress to provide support to high risk victims of ASB through the Victims' Hub⁷.
- 5.2 The Constabulary remains committed to the partnership approach to tackling ASB, with well-established community safety partnership meetings in place. ASB perpetrated by people with mental ill health remains an area of concern despite the best efforts of partners; effective joint problem solving is hampered by the absence of referral pathways into secondary mental health services.⁸
- 5.3 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.
- 5.4 Victim Based Crime rates in Cambridgeshire in the 12 months to June 2015 were higher than the most similar group of forces, and the regional, however remained lower than the national; a similar picture to that seen in the 12 months to March. More recent data (the 12 months to September 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%).
- 5.5 The crime profile continues to reflect a reducing proportion of theft offences against an increasing proportion of violence and sexual offences. More specifically in the Violence category, the greatest increase is in the 'without injury' offences, with 'serious sexual offences' driving the increase in sexual offences. Whilst in the theft category, burglary dwelling, theft from the person and other theft offences are driving the diminishing proportion. The reducing proportion of theft offences in the

⁶ Abid 5; pp 5

⁷ Action 18; August Force Performance Board

⁸ Action 5; Force Performance Board ASB Strategic Update

Cambridgeshire crime profile⁹ is in line with the Crime Survey of England and Wales (CSEW) trend¹⁰.

- 5.6 Predicting the impact of new crime categories on overall crime demand in the future is an imprecise science. Whilst current reported cyber-crime levels are relatively low in Cambridgeshire, 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.¹¹ The organisations operational response centres around a small team of officers allocated to investigating the more complex cyber enabled crime as well as cyber dependent crime; in addition they give specialist advice and guidance across the organisation in order to mature the understanding and capability across the organisation.
- 5.7 In recognition that official statistics have not adequately captured the scale of fraud and cyber-crime occurring; a preliminary field trial has been conducted in the Crime Survey for England and Wales (CSEW). Indicative estimates from this trial suggests that, nationally, there were 2.5million incidents of crime falling under the computer misuse act ¹²(54 incidents per 1,000 adults)¹³. However, the Office for National Statistics (ONS) states It is important to recognise that these new data are not simply uncovering new crimes, but finding better ways of capturing existing crime that has not been measured well in the past. Thus, it is not possible to say whether these new figures represent an increase or decrease compared with earlier levels.¹⁴
- 5.8 The all crime prosecution possible outcome rate remained lower than the year end position (in the 12 months to September2015); parity remains between rates achieved for crimes where a ‘vulnerability’ marker is present and the ‘all victim’ rate (c21%). Although ‘vulnerability’ is a fluid concept, there are some crime types which suggest ‘vulnerability’ is more likely to reside; in recognition of this, Domestic Abuse and Burglary Dwelling outcome rates are discussed elsewhere in this report.
- 5.9 The Force Investigation Scrutiny Group met for the first time in October, with areas for improvement taken to the Burglary Operational Group in order to drive change through territorial area leads. Burglary Dwelling investigation activity will remain the focus of the scrutiny group for the next 3 months in order to achieve sustained improvements in this area.

⁹ Which includes (but is not limited to) vehicle crime, burglary , theft of pedal cycles, theft from person,

¹⁰ <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

¹¹ https://www.gov.uk/government/uploads/system/uploads/attachment_data/file/246749/horr75-summary.pdf accessed 21/09/2015 08:14

¹² Computer misuse defined as unauthorised access to personal information (including hacking), and computer virus’

¹³ <http://www.ons.gov.uk/ons/rel/crime-stats/crime-statistics/year-ending-june-2015/sty-fraud.html>

¹⁴ 13 abid

- 5.10 **Burglary Dwelling** crime levels were comparable to the year-end position in the 12 months to September (2,323 v 2,296). However, levels have increased in the recent months particularly in Cambridge City where focussed tactical activity is in place. A review of the local area response to Burglary Dwelling is ongoing, with intelligent dispatch, dedicated investigative resources and cocooning¹⁵ tactics, supported by the Operational Review Meeting where resources are allocated according to threat risk and harm, all designed to positively impact on crime levels¹⁶.
- 5.11 At the same time as increasing crime, **the prosecution possible outcome** rate remains challenging, with the rate in the 12 months to September statistically lower than at year end (9.8% v 11.3%). Whilst the impact of fewer offences ‘taken into consideration’ by offenders when being interviewed is recognised, achieving the ‘primary’ charge has also been challenging in recent months.
- 5.12 In recognition and response to this deterioration, and following discussions at the force Performance Board, the Burglary Operational Group has been established to build on the work of the Investigation Scrutiny Group. Focussing specifically on the end to end response to Burglary Dwelling, the group will refresh and reinvigorate the operational response to burglary dwelling; realign the organisational dialogue to ensure victims of burglary dwelling are considered in the context of their vulnerability; and establish short, medium and long term strategies to drive forward improvements in investigative activity and thus prosecution possible outcomes. Reporting through the Local Policing Priority Review meeting operational activity will be monitored and addressed as need arises; with strategic governance remaining at the Force Board at least quarterly, although more frequently as and when required.
- 5.13 **Burglary victim satisfaction** levels remained high at 92.9% (n = 531); 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.
- 5.14 **The Constabulary** remains committed to tackling the impact of **Organised Crime Groups** (OCGs) on the lives of the public of Cambridgeshire. The total harm caused by OCGs in Cambridgeshire has increased in September 2015, with an increase in both the total harm score and the average score per OCG. 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 September 2015)

¹⁵ Where properties in the surrounding areas are visited in the immediate aftermath of the offence to provide crime prevention advice and gather any available evidence.

¹⁶ Local Policing Priority Review Update; Cambridge City Area Commander October 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.¹⁷ The next strategic update is due to be considered at the November force Performance Board, thus commentary will be included in the next quarterly update to the BCB.
- 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. A full report outlining the Constabulary's response to the inspection is covered in a separate paper.
- 6.3 **Domestic response** times remain a focus in order to ensure a sustained improvement is achieved; this remains a priority in all local areas and there has been a marginal improvement in the proportion of 'prompt' graded incidents attended within the golden hour. Where there is an immediate risk, response times have improved in September.
- 6.4 Whilst the volume of **domestic abuse crime** has increased by 8% in the 12 months to September (compared to the year-end); reports of domestic abuse have remained stable thus indicating that administrative activity is driving crime levels rather than an upsurge in offending. That said the Constabulary's 'Get Closer' media campaign will focus on Domestic Abuse in November, with a quantitative evaluation of the impact of levels of reporting scheduled at the campaigns conclusion. The summary findings will be reported in the next BCB quarterly update.
- 6.5 **A significantly better prosecution possible outcome** rate was achieved in September (39.0%) which corresponded with an increase in the arrest rate; thus the 12 month indicator improved to 31.7%. Whilst this remains statistically lower than the benchmark and year end position (31.7% v 35.3%), a sustained improvement in the monthly rate should see that change in the coming months.
- 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 9% compared to 12 months ending March 2015). At the same time, the prosecution possible outcome rate, whilst statistically comparable to the year-end position, has shown some deterioration. Whilst area resources are not specifically dedicated to hate crime per se, the focus on vulnerability sees this offence category prioritised. Outcome data indicates that a lack of victim support for the investigation

¹⁷ Action 1; Force Performance Board, July 2015

is increasing, which support local area views that victims are looking for alternative help to address issues rather than pursuing the criminal justice process.

- 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 September 2015 at 81.3% (n = 96), and improved on the June 2015 position. The victim survey cohort has now been widened to cover other protected characteristics, thus the survey becomes a wider 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 effectively managed and reoffending reduced. 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.
- 6.9 The Constabulary is currently talking to offenders referred by Multi Agency Risk Assessment Conference (MARAC) to assess their suitability for adoption to the scheme. The selection of offenders for IOM has to be carefully considered as if approached in the wrong way has the danger of increasing risk to the victim. Further meetings are scheduled in anticipation of selecting the correct cohort in cognisance of the risk to the victim(s); however, this is likely, through necessity, to be a lengthy process.
- 6.10 **With the force focus remaining firmly on protecting vulnerable people, there has been an impact on resources, both response and investigative resources.** The recently completed demand versus resources analysis provided an insight to where pressure is felt most keenly. The analysis was presented as the first in a series of papers designed to provide a better overview of the impact of the changing crime profile and resultant increase in workload. Future work will align with the strategic tasking and coordination process where analysis will inform the prioritisation process through the renewed control strategy.

7. Organisational Health

- 7.1 **Police officer sickness** remained stable in the 12 months to September at an average of 6.8 working days lost per officer although this is marginally higher than in the 12 months to June (6.5 days lost) and higher than the year end position (6.3days lost). Over two thirds of officer sickness is medically certificated, with c56% long term. Police Officer sickness remains below the national average.

7.2 **Police staff sickness** increased in the 12 months to September with an average of 10.0 working days lost per staff member; this is higher than the year end position (9.1 days lost) and the position at the end of June (9.7 days lost). Police Staff sickness remains above the national, MSG and regional average(s)¹⁸ in the latest data available. Three quarters of staff sickness is medically certificated, with just under two thirds long term.

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.

8. Recommendation

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

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Bibliography	
Page 1	BCB March 2015 Action 4
Page 2	Contact Management Update; Local Policing Priority Review Meeting. October 2015
Page 2	Bradford <i>et al</i> , 2009, p. 31.
Page 2	Action 3; Force Performance Board October 2015
Page 3	Force Performance Review October 2015: pp 3
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
Page 4	http://www.ons.gov.uk/ons/rel/crime-stats/crime-statistics/year-ending-june-2015/sty-fraud.html
Page 5	Local Policing Priority Review Update; Cambridge City Area Commander October 2015.

¹⁸ Measured as proportion of contracted hours lost; Cambs 5.2%, National 4.2%, Regional 4.2%, MSG 4.7% in the 12 months to March 2015.

