



Creating a safer
Cambridgeshire

To: Business Coordination Board

From: Chief Constable

Date: 10 November 2016

PERFORMANCE UPDATE – 12 MONTHS TO September 2016

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 September 2016. Acknowledging “the plan” will change in the coming months to reflect the work currently underway in the Office of the Police and Crime Commissioner (OPCC)

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.

¹ BCB March 2015 Action 4

4. **Maintain Local Police Performance – Objective 1 (12 months data to 30th September 2016)**

- 4.1 **Emergency Response Priority Area:** the number of **999 emergency** calls received has remained significantly higher than the year end benchmark since May. While this has impacted on the grade of service over the last three months, a similar dip in performance is evident in the equivalent period in each of the preceding two years; however, higher levels of sickness in the FCR during a peak annual leave period are likely to have been influential.
- 4.2 **101 non-emergency** call volumes remain comparable to the long term benchmark, with the grade of service recovering following the July peak. Secondary call handling remains the challenge although improvements are slowly emerging with wait times improved. Following investment in resources, full staffing levels have been achieved; however, as updated in last quarters report, it will take some time for new staff to achieve the required call handling standard.²
- 4.3 Working days lost to sickness in the PSC increased month on month, but remain lower than at the same time last year. Appropriate management of annual leave is apparent.³
- 4.4 Our ability to attend **prompt graded incidents** remains a challenge, with improvements in the time taken to respond difficult to achieve. In recognition of the impact of the current operational model on performance in this area, the Constabulary is in the process of putting together a project team which will refocus resources towards the response front line. It is anticipated a fully operational model will be in place by the end of the next financial year.
- 4.5 **Enhancing operational policing resources through the use of volunteers (special constabulary) remains a key aim.** Whilst the Special Constabulary establishment has yet to reach the aspirational 300 level, the number of hours worked by the special constabulary in support of reactive colleagues remains stable with a greater proportion of the specials establishment working in September returning to pre summer levels. Duties in support of reactive colleagues remains the largest contribution made. A workforce recruitment plan which addresses special constabulary recruitment for 2017/2018 is currently being considered.⁴
- 4.6 **The Public's confidence** in the Constabulary began to marginally improve in July 2016, this has continued with 74.0% of respondents agreeing that Cambridgeshire Police are dealing with the issues that matter in their community (n = 3,092) in the 12 months to September. Whilst results are variable across policing areas; Septembers results show that in excess of 93% (n=203) of people asked felt safe, this is true across all local areas⁵.

² BCB Performance Update Data to 30th June 2016 p2

³ Force Performance Management Meeting Review OCTOBER 2016; p3

⁴ Vic Kerlin Head of Special Constabulary

⁵ Nimbus/CORA/Policing in Cambridgeshire.

- 4.7 **Victim Satisfaction** with the overall service they receive has improved in the recent month, with the long term rate now marginally higher than at year end for the first time this financial year (86.5% n= 1,754). Whilst the percentage of victims who are satisfied with police communication about their crime remains lower than the overall satisfaction rate at 76.1% (n = 1,740), a marginal upward trend which first appeared in June continues. It is anticipated that as Program Sherlock continues to drive up investigative standards, with a focus on victim led service delivery, victims will begin to reflect their approval of this in the satisfaction data. This, combined with the work in the Victims and Witness Hub provide a platform through which to drive improvements.
- 4.8 Analysis of victim satisfaction with the Victim and Witness Hub service delivery is being undertaken, to provide an evidence base for service improvements (if identified as needed); the results of this will be considered by the Victim and Witness Service Improvement Group and Force Performance Management meeting in due course.
- 4.9 The satisfaction of **victims of Hate Crime** remains a cause for concern; with the October Force Performance Management Meeting updated on the revised governance around Hate Crime service delivery. The strengthening of governance links into the National Hate Crime Action Plan.⁶
- 5. Continue to Tackle Crime and Disorder – Objective 3 (12 months data to September 2016)**
- 5.1 **The public’s perception of Anti-Social Behaviour (ASB)** in the 12 months to September 2016 remains low and comparable to last year (0.8% n = 3,105). At the same time reported incidents of ASB (to the police) were comparable to the year-end position
- 5.2 **Whilst the recent short term trend in all recorded crime is downwards**, and follows the usual seasonal pattern, the longer term trend remains upwards with a year on year increase forecast for the reporting year end. That said the recent Office for National Statistics data release⁷ shows Cambridgeshire crime *rates* per thousand population (59.92) remaining lower than both the regional (59.94) and the national (64.65)⁸.
- 5.3 **Violent crime** continues to be the influencing crime category, however, the ONS believes that the increase in violence against the person offences is largely as a result of improved crime recording practices and the introduction of two new notifiable offences into the ‘Violence without injury’ sub-category.⁹ The influence of improved data integrity can be seen in the Cambridgeshire picture, with incidents of violence remaining stable in the 12 months to June, against a c23% increase in violence against the person crime.

⁶ Force Performance Management Meeting Review OCTOBER 2016; p5

⁷ 12 months to June 2016 data

⁸ Cambridgeshire Recorded Crime; CSEW Overview 20/10/2016

⁹ ONS, (21 July 2016), Crime in England and Wales in the year ending March 2016, [Internet], <https://www.ons.gov.uk/peoplepopulationandcommunity/crimeandjustice/bulletins/crimeinenglandandwales/yearendingmar2016#main-points> (accessed 29 July 2016).

- 5.4 There are some emerging signs of change in the **theft category**, which is being driven by ‘vehicle’ offences. An analysis of external influences was considered at the October Force Performance Management Meeting¹⁰. The analysis will aid local area decision making, particularly around crime prevention messaging, however the ACC was clear that this is business as usual and not subject to additional prioritisation.
- 5.5 Levels of **hate crime** increased month on month, but remain below the levels seen in June and July of this year, post the EU Referendum and the terrorist attacks in Europe; however, the upward trend in the long term indicator continues. It is observed nationally that while the Referendum itself was an exceptionally politicising event which brought issues such as migration and national identity to the forefront of the debate, there remains public attention on these issues. The prosecution possible outcome rate for hate crime continues to improve.
- 5.6 In the 12 months to 30th September, the **all crime prosecution possible rate** increased marginally to 21.5%; with all areas contributing to this improvement. The pace of improvement in this indicator suggests the holistic approach to improving investigative capability (through program Sherlock) is ensuring activity is not driven by chasing a number, but rather by delivering an improved service. Once the response challenges are overcome, this should further improve our opportunity to achieve the right outcome for victims. The national picture to June ¹¹ see’s Cambridgeshire in 30th position (out of 43) much improved on 38/43 at the same point last year.
- 5.7 **Whilst Burglary Dwelling** crime levels have increased in recent months, the long term trend remains downward and the long term indicator significantly lower than at year end for the first time this reporting year. Monthly levels remain below those seen last year. ¹²Cambridgeshire crime rates ¹³(to June 2016) were lower than the national and regional¹⁴. Operation Hunter remains in place, with the focus firmly on reducing crime, improving service delivery and bringing offenders to justice. The Force Performance Management Meeting retains final oversight of this operation.
- 5.8 **The burglary dwelling prosecution possible outcome rate** in the 12 months to September continues to improve and is now 12.2%, masking area variation. The renewed focus on investigative activity through Project Sherlock, together with the operational focus of (Operation) Hunter is designed to deliver ethical and sustained improvements in the coming months. Cambridgeshire performance in the 12 months to June 2016 saw the organisation in 22nd position out of 43 forces, a notable improvement on last year at this point (34/43).
- 5.9 **Burglary victim satisfaction** has remained stable in the 12 months to September at 91.2% (n = 512) with monthly performance fluctuating. Area satisfaction rates are variable.

¹⁰ Action 12; Force Performance Management Meeting 20/10/2016

¹¹ The latest published data

¹² Force Performance Management Meeting Review October 2016;p6

¹³ Per 1,000 population

¹⁴ Cambridgeshire 2.7, National 3.27, Regional 2.8, data period 12 months to June 2016

5.10 **Organised Crime Groups (OCG's) have been identified as a cross cutting theme for the organisation; and thus** remain a priority. Whilst in the 12 months ending September the harm caused by all OCG's operating in Cambridgeshire increased, it is important to note that any measures relating to OCG's are influenced heavily by proactive tactical activity. The Constabulary has a robust process for managing these groups with some innovative multi agency work taking place around the county. The focus on identifying vulnerabilities has seen notable investigations into human trafficking and exploitation of the most vulnerable emerge.¹⁵ The focus on local ownership continues.

6. Keeping People Safe – Objective 4 (12 months data to September 2016)

6.1 The Constabulary prioritises the protection of the most vulnerable people in our communities, especially those at risk of domestic abuse. **Safeguarding** is delivered via a partnership response through the Multi Agency Safeguarding Hub (MASH).

6.2 The Domestic Violence Perpetrator Panel continues to run every month with good representation from police, probation, IDVAs, the troubled families' initiative and other involved partners. The work of the panel was assessed at the recent HMIC force inspection into vulnerability the results of which are awaited. Offenders continue to be referred to the panel from MARAC (Multi Agency Risk Assessment Conference) where there is consensus that risk to victims from referral will not be increased. The panel remains a useful and effective method of managing specific domestic abuse perpetrators with targeted interventions to divert them from offending behaviour, keeping current victims safe and preventing further potential harm to more victims.

6.3 **Domestic incident response** remains a priority for the Constabulary. Reassuringly, response to the higher priority incidents remains acceptable. However, resourcing a significantly higher level of prompt response incidents within the desired golden hour continues to challenge. Work is due to commence which reviews the operational structure of the constabulary, thus exploring ways to increase resources allocated to 'response' roles. In the interim the Priority Response Deployment process has been implemented every time finding a resource to attend a priority area prompt incident becomes a problem; the impact of this will be monitored through the force Performance Management Meeting.

6.4 **Domestic Abuse recorded crime** remains significantly higher than at year end (5,569 offences). Whilst we are now observing some increase in public calls for service relating to domestic incidents (7% increase year on year)¹⁶ crime has increased at a faster rate thus reinforcing the impact of improved NCRS compliance continues.

6.5 The domestic abuse **prosecution possible outcome** rate improved for the 4th consecutive month; with a marginal improvement seen in the rolling 12 month rate which is now 31.8%¹⁷. The Constabulary acknowledges performance is slow to improve in this area. As a result all areas of service delivery relating to these vulnerable victims

¹⁵ Update from Strategic Lead 20/10/2016

¹⁶ 12 months to September 2016 14,223 v 12 months to September 2015 13,339; CORA/MMI/Call Grading

¹⁷ Force Performance Management Meeting Review October 2016; p8

remain subject to increased scrutiny, with tactical activity focused on driving through improved suspect management and an improvement in the arrest rate now observed.

- 6.6 The Cambridgeshire and Peterborough Integrated Offender Management (IOM) scheme follows a set of principles to effectively manage offenders and reduce reoffending. The recent IOM national agenda to focus on the reinvigoration of IOM and also to integrate offenders who cause most harm and risk along with those who commit acquisitive crime has been fully embraced within Cambridgeshire and the cohort reflects that change of focus.
- 6.7 The Community Rehabilitation Company (CRC) BeNCH¹⁸ is settling in and good progress is being made across the county to ensure all partners are delivering against the IOM principles. IOM teams across the BeNCH area have joined together to deliver the Ministry of Justice GPS tagging pilot which will run for the next two years.
- 6.8 An internal review of IOM has been conducted and the findings and recommendations from the review will be finalised shortly.
- 6.9 Demand relating to **Child Abuse (including CSE)** continues to rise in line with an increasing professional and public awareness of these types of offences; An internal 'pace setting' meeting has been implemented within the PPD department which is designed to provide weekly monitoring of performance indicators¹⁹. Child Abuse (including CSE) is part of this process and ensures the constabulary closely monitors demand against resources in this key area.

7. Organisational Health

- 7.1 At constabulary level, **police officer** sickness continues to increase, with an average of 8.7 days lost per officer in the 12 months to September; although remains lower than the national average. In contrast, whilst higher than police officer sickness and the national average, **police staff sickness** has remained relatively stable over the last 3 reporting periods, with an average of 10.2 days lost per staff member in the 12 months to September.
- 7.2 Sickness absence is managed through local team senior management meetings; and at a strategic level will be managed through the Collaborated People Board.

8. Recommendation

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

¹⁸ Bedfordshire, Nottinghamshire, Cambridgeshire and Hertfordshire

¹⁹ D Ch Insp Neil Sloan PPD

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