



Creating a safer
Cambridgeshire

To: Business Coordination Board

From: Chief Constable

Date: 01 March 2018

PERFORMANCE UPDATE – 12 MONTHS TO DECEMBER 2017

1. Purpose

1.1 The purpose of this paper is to provide an update to the Business Co-ordination Board (“the Board”) on the Constabulary’s performance against strategic themes identified in the Commissioner’s Police and Crime Plan.

2. Recommendation

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

3. Background

3.1 This is the third report on the new plan launched for 2017-20 and reflects the themes of Victims, Offenders, Community, and Transformation.

3.2 A number of data sets from partner agencies were identified during the drafting of the plan as providing useful information about performance across the wider community safety and criminal justice arenas. It is intended that the dashboard will continue to be developed through the inclusion of this data.

3.3 This report should be considered alongside the “Police and Crime Commissioner Performance Update December 2017” document which includes a copy of the dashboard and a wide range of other performance data.

4. National context

- 4.1 Nationally, recorded crime is on the increase and is becoming more complex in nature. Higher levels of recorded crime are the new normality, particularly with increasingly effective implementation of crime recording standards.
- 4.2 For recorded crime, Cambridgeshire has seen a year on year rise in the number of crimes per 1,000 population, rising from 64.0 crimes per 1,000 population in the 12 months ending December 2016 to 78.3 crimes in the 12 months ending December 2017. Whilst the latter is higher than both the Most Similar Group (MSG) and regional averages, it remains below the national average, which is currently 82.5 crimes per 1,000 population in the 12 months ending December 2017.
- 4.3 Based on internal audit data, Cambridgeshire Constabulary improved its annual NCRS compliance rate from 84% in 2016 to 94% in 2017. When this is taken into account, the 'true' crime increase in Cambridgeshire in 2017 compared to 2016 was 12% +/- 5%.

5. Victims

- 5.1 Satisfaction with overall service delivery has continued to deteriorate in the 12 months ending December 2017. The challenge remains 'follow up', with 73.5% of victims being at least 'fairly satisfied' in December 2017, compared to 76.5% in December 2016. A number of the comments around dissatisfaction with 'follow up' refer to a lack of communication from the police following the reporting of a crime. Of those that were at least 'fairly satisfied', comments refer to the professionalism and positive attitude of the staff that responded to the crime they had reported.
- 5.2 The all crime prosecution possible outcome rate has further deteriorated¹ and is now lower than the national average (18.0%) and MSG average (16.1%). In the 12 months ending December 2017, there were 1,070 fewer prosecution possible outcomes than in the 12 months ending December 2016.
- 5.3 The long term prosecution possible outcome rate for burglary dwelling was at its lowest rate since April 2010 in December 2017. In the discrete month of December 2017, there were only 4 prosecution possible outcomes, in comparison to an average of 20 across each of the 12 months ending December 2017. Although outside of the time period covered in this report, there have been some excellent recent results in February 2018, and signs of recovery are evident.
- 5.4 The long term prosecution possible outcome rate for domestic abuse has continued to deteriorate, with December's discrete month rate significantly lower than both the 12 and 36 month averages. Challenges remain around cases where the victim does not support police action. Satisfaction data from domestic abuse victims indicates that, of those who responded, the majority (77.8%) were at least 'fairly satisfied' with their overall experience.
- 5.5 Levels of serious sexual offences remain lower than both the national average and the MSG average. This demand continues to impact on the overall prosecution possible outcome rate, with a 12 month average of 13.3% for year ending December 2017.

¹ The all crime prosecution possible outcome rate for the 12 months ending December 2017 was 15.5%.

6. Offenders

- 6.1 Recorded crime levels have continued to rise over the 12 months ending December 2017. There were 12,217 more recorded crimes in this period than in the 12 months ending December 2016.
- 6.2 The main crime types that have driven this increase are violence without injury², theft offences³ (including burglary) and public order offences.⁴
- 6.3 Some of this is due to force improvements in compliance with the National Crime Recording Standards (NCRS). When this improved NCRS compliance is taken into account, Cambridgeshire saw a 'true' increase in crime of 12% +/- 5% in 2017, which was around 8,000 additional victims of crime. Cambridgeshire has seen a 'true' increase in violent crime of approximately 13% +/- 5% in 2017, which was around 2,000 additional victims. This was mainly violence without injury.
- 6.4 The increase in demand and the complexity of certain crime types has resulted in ongoing challenges from increasing investigative workload, impacting on the average length of time taken to complete an investigation. The 12 months ending December 2017 saw the average length of investigation increase to 74 days, from 51 days at the end of December 2016.

7. Community

- 7.1 In Cambridgeshire, the year-on year increase in emergency calls (999) was 9.4%. The MSG average for 2016/17 is 121.6 calls per 1,000 population. Currently Cambridgeshire has the highest number of calls per 1,000 population within its MSG, at 140.1. Although there has been a continued increase in demand from 999 calls, Cambridgeshire has seen an improved grade of service, with 97.1% of calls answered within 10 seconds. The force has remained comparable in its response to emergency calls requiring immediate attendance, with a median time to respond of 15 minutes.
- 7.2 Non-emergency call volume (101) in Cambridgeshire decreased by 2.8% in the year ending December 2017, compared to the year ending December 2016.
- 7.3 Overall, the number of recorded incidents has reduced year on year. Of the incidents reported, the amount requiring attendance remained comparable, suggesting that demand for response resources is similar.
- 7.4 The percentage of incidents responded to within 60 minutes increased year on year, with the 12 months ending December 2017 at 78.8%.⁵

² Increasing by 35.1% in the 12 months ending December 2017, compared to the 12 months ending December 2016.

³ Increasing by 23.6% in the 12 months ending December 2017, compared to the 12 months ending December 2016.

⁴ Increasing by 40.1% in the 12 months ending December 2017, compared to the 12 months ending December 2016.

⁵ 77.0% in December 2016.

7.5 Over the last 12 months (January 2017 to December 2017), 96.0% of members of the public felt safe in Cambridgeshire, according to the force's local engagement survey. There was a 5.4% decline in those who felt the Constabulary was dealing with what matters to the community.⁶

7.6 The majority of comments from members of the public related to wanting a greater police presence in their area; however, many refer to regularly seeing Police Special Constables. This was seen as positive, but the public still felt they would prefer to see more regulars. The public were also concerned about speeding, burglary, and theft.

8. Transformation

8.1 Sickness rates for police officers remain comparable at Force level (albeit with area and departmental variations), and are below the MSG average. Police staff sickness rates have deteriorated slightly, with the average number of working days lost to sickness increasing to 1.0 days per person in December 2017 compared with 0.9 days in December 2016. This is above the MSG average.

9. Recommendation

9.1 The Board is invited to note the contents of this report.

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⁶ 74.1% in December 2016 compared to 68.7% in December 2017.

PERFORMANCE UPDATE SUPPLEMENTARY REPORT – PROGRESS SINCE JANUARY

1. Purpose

- 1.1 The purpose of this paper is to provide the Business Co-ordination Board (“the Board”) with a short update on actions taken since the 1st of January 2018 to drive improvements in performance in areas highlighted in the quarterly performance report.

2. Monthly Days of Action

- 2.1 The Assistant Chief Constable has instigated a series of monthly Days of Action, brigading resources under the direction of a senior manager, in order to tackle a specific issue.
- 2.2 Operation Lintel ran for 24 hours on the 8th of January when 36 officers were tasked with arresting outstanding suspects. 50 addresses across the force were visited, resulting in 24 arrests and 25 voluntary interviews (an alternative means of questioning a suspect when arrest cannot be justified). Five people were charged with offences (three for burglary, one for criminal damage and one for assault and threatening behaviour with a weapon), two were released on bail, eight were released under investigation and eight were released with no further action.
- 2.3 Operation Oculus was also a 24 hour-long, county-wide operation held on the 21st of February, themed around crime prevention. It was supported by Police Community Support Officers, neighbourhood officers, 20 Special Constables and four cadet units. Staff security marked several hundred items, tagged 750 bikes, registered 326 people on Immobilise.com and 50 to eCops. They carried out over 50 home and shed security surveys, hand delivered 100 van crime prevention kits, issued 250 low cost crime prevention measures to prevent thefts and bag-dipping in crime-hotspot areas, hosted five community crime prevention workshops, brought the vulnerability of people’s belongings to their attention during the night time economy and arrested a well-known, outstanding burglary suspect.
- 2.4 The hashtag “CrimePreventionDay” used as part of the operation was picked up nationally and internationally with other police forces, charities and public sector organisations raising awareness of crime prevention and our crime prevention videos were viewed thousands of times. Additionally, we trained over 20 NHW volunteers to be able to visit victims of burglary and carry out home security surveys- which will reduce the extent of re-victimisation and builds on the relationship between NHW and the police.
- 2.5 The theme for the day of action in March will be burglary, led by Detective Superintendent Middleton and is linked to Operation Aware, detailed below.

3 Operation Sherlock

- 3.1 The principal aim of Project Sherlock remains to improve the quality, focus and direction of all our criminal investigations, improve the messaging we give to victims of crime and improve overall numeric performance as a consequence.
- 3.2 During January and February, the Investigation Standards and Development Unit have delivered a total of seven, four-hour professional development sessions to all Sergeants, Inspectors, Chief Inspectors and tutor constables. These sessions have been well received. A further input has been delivered to student officer in week 40 of their probation to consolidate investigative learning at the start of their career, with further sessions planned for cohorts over the next 12 months.
- 3.3 Operation Aware has been launched in relation to our investigation of dwelling burglary specifically.

4 Interim performance update

- 4.1 Detection performance has continued to improve through January and February. The month end all crime detection rate in January was 16.4% and at the time of writing (28/2/18) 18.4% for February. The detection of crimes with an identified vulnerable victim have also continued to increase, January 17.3% and February 19.3%. Of note, February has seen a dwelling burglary detection rate of 20.7% which is the highest dwelling burglary detection rate at any point during the last twelve months (these figures are indicative only at this time until audited).
- 4.2 number of policing operations have been carried out to target specific criminal groups that have driven the detection improvement and seen some prolific offenders remanded into custody pending court which in turn has seen an impact to crime levels. This work remains ongoing. Of note, the arrest of a male saw him charged with numerous burglary offences committed across Cambridgeshire.

5. Strategic vision

- 5.1 The Constabulary recognises the need for a strategic approach to achieving sustainable performance improvement. As has been evidenced above, the Constabulary is tightening its grip and approach to “attacking criminality” through days of action and Operation Sherlock. By emphasising the need for the relentless pursuit of those who cause the most harm, we are taking steps to improve performance.
- 5.2 The next stage is to make this change sustainable by engaging our workforce and ensuring everyone has the same understanding of the Chief Constable’s vision. An infographic “The journey to the top” (submitted as an appendix) sets out the approach that will be taken through 2018. A video has also been produced and will

be launched shortly to help communicate our strategic vision to staff in an accessible and engaging way.

6. Recommendation

The Board is invited to note this update.

Contact Officers	Assistant Chief Constable Dan Vajzovic
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