



**To:** Business Coordination Board

**From:** Chief Constable

**Date:** 27 November 2018

## **PERFORMANCE UPDATE – 12 months to September 2018**

### **1. Purpose**

1.1 The purpose of this paper is to provide an update to the Business Coordination Board (“the Board”) on the Constabulary’s performance against strategic themes identified in the Commissioner’s Police and Crime Plan. It should be considered alongside the ‘Police and Crime Commissioner Performance Update September 2018’ document which includes a range of other performance data.

### **2. Recommendation**

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

### **3. Background**

3.1 The implementation of Athena in May 2018 brought with it significant challenges for the organisation, in line with those seen by other forces who had already gone live. As with any new system, it was recognised that it would take time for new processes to become fully embedded, and that data quality and recording issues would impact on the availability of reliable performance data.

3.2 Key daily and monthly datasets are now available to allow the organisation a level of self service. However, this has served to highlight areas of apparent under recording, specifically around those offences which require flagging by way of manual intervention in the crime recording system, e.g. Domestic Abuse, Hate Crime and Knife Crime.

3.3 Ongoing data quality issues are being identified and addressed through the Data Integrity Working Group, with resource currently focused on improving data quality in areas where we would expect to see the highest levels of risk, harm and vulnerability, namely Domestic Abuse, Hate Crime, Child Sexual Exploitation and

Child Sexual Abuse. This involves refining quality assurance processes in the Information Management Unit (IMU) and retrospectively adding keywords to older crimes, but it also means that data will be subject to change over the coming months as these issues are addressed.

- 3.4 This report reflects the themes in the Police and Crime Plan: Victims, Offenders, Community and Transformation.

#### **4. National Context**

4.1 Latest data released by the ONS<sup>1</sup> for the 12 months ending June 2018 reported a 10.3% rise in crime in England and Wales year on year. Contributory factors include continuing improvements in recording practices, increased confidence among victims to come forward and report crime, and genuine increases in crime, but there is variation by crime type.

4.2 Cambridgeshire saw a 5.5% increase in recorded crime over the same period, with the number of crimes per 1,000 population rising from 72.8 in the 12 months to June 2017 to 76.8 in the 12 months to June 2018<sup>2</sup>. The latter remains above both the constabulary's Most Similar Groups (MSG) and regional averages, but below the national average.

#### **5. Cambridgeshire Context**

5.1 All recorded crime in the 12 months to September 2018 held stable year on year. However, this masks area variation, with crime levels in North down 11.3% year on year, but up 3.3% in South.

5.2 The long term downward trend for dwelling burglary continues, with fewer offences recorded each month since March 2018 than in the same period last year. Cambridgeshire's commitment to resourcing cross border investigations is thought to have been influential in disrupting offenders.

5.3 However, increased offence levels have been seen in recent months in some other high harm crime types, including Domestic Abuse, Serious Sexual Offences, Violence with Injury and Robbery. Raised incident levels appear to support a genuine rise in these crime types, albeit there are likely to be other contributory factors.

#### **6. Victims**

6.1 Satisfaction with service delivery has deteriorated over the past 12 months, with 81.5% of victims surveyed in the 12 months ending September 2018 at least fairly satisfied with the overall level of service they received, compared to 83.6% in the 12 months ending September 2017. However, over the last 6 months satisfaction rates have improved and the longer term indicator will reflect that if recent improvements seen in discrete month performance can be sustained.

6.2 Comments continue to evidence the level of professionalism in the service and support offered to victims of crime. However, there are ongoing challenges around

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<sup>1</sup> ONS Statistical Bulletin, 'Crime in England and Wales: year ending June 2018', released on 18 October 2018 <https://www.ons.gov.uk/peoplepopulationandcommunity/crimeandjustice/bulletins/crimeinenglandandwales/yearendingjune2018>

<sup>2</sup> Calculations are based on mid 2017 population figures

managing expectations and providing follow-up contact, with victims raising concerns around delayed or non-attendance, lack of updates and the perception that crimes have not been proactively investigated or leads followed up. In some cases, this appears to be negatively impacting on the future willingness of victims to come forward and report crimes.

- 6.3 The start date of “Op Nadal” was brought forward by two weeks this year to enable the organisation to focus efforts and resources on emergency response and high harm investigations during periods of exceptionally high demand. This also saw the successful introduction of a new online gatekeeping tool, aimed at reducing the number of low harm, low solvable crimes allocated for further investigation.
- 6.4 While this offered some respite, a number of key performance indicators point towards ongoing challenges around demand management and investigative throughout. Longer response times, higher levels of live workload, an increased average length of investigation, fewer arrests and periods of inactivity suggests crimes are not being progressed due to competing priorities, with evidence of delays from allocation through to completion.
- 6.5 The strategic response to this continues to be through the definition and reinforcement of the supervisory role, and clearer communication of priorities. Senior managers will be looking to identify bottlenecks around both capacity and capability, and to make sure we are getting the basics right in order to stem the flow of failure demand.

## **7. Offenders**

- 7.1 There has been further deterioration in the rolling 12 month all crime prosecution possible outcome rate which now stands at 13.6%, down from 15.9% at the end of the last financial year.
- 7.2 While the burglary dwelling prosecution possible outcome rate has continued to improve, the rolling 12 month indicators for a number of other crime types, including Domestic Abuse, Violence against the Person, Robbery and Sexual Offences, are now significantly lower than their respective year end benchmarks. Higher levels of crime and the complex nature of some of those investigations will have been influential. The introduction of Athena has also resulted in some backlogs in the system as officers and staff adapt to new processes and working practices.

## **8. Community**

- 8.1 As anticipated, and in line with seasonal patterns seen in previous years, the Constabulary experienced high levels of demand over the summer. Calls for service peaked in July 2018, with the increased number and proportion of incidents graded response negatively impacting on response performance. This year’s heatwave, the World Cup, the Local Policing Review restructure, the decision to bring forward the start date of Op Nadal, a drop in the number of hours worked by the Special Constabulary in support of reactive colleagues and increased levels of officer sickness will all have been influential to varying degrees, both positively and negatively.
- 8.2 While the number of calls for service has dropped since then, we continue to see a gradual upward trend in the number of 999 calls received, and a downward trend in the number of 101 calls.

- 8.3 September saw the permanent transfer of 999 call handling from the Force Control Room into the Contact portion of the Demand Hub, allowing greater resilience for 999 call handling and better management of the highest risk calls for service. While emergency call handling performance remains strong, non-emergency 101 calls and online webchat calls have been subject to longer average wait times. We expect to see improvements once we are through the transition period and new members of staff have completed their training and gained more experience; but we also expect to see a new normal.
- 8.4 13.0% fewer incidents were recorded in the three months to September 2018 than in the same period last year, with the most notable drop being in the number of incidents not requiring deployment. The latter reflects the decision not to log non-police matters on our systems but to signpost the caller to the more appropriate agency. There has also been a month on month rise in the incident to crime conversion rate in each of the last four months, representing increased onward demand.
- 8.5 It is of note that an increasing proportion of incidents are being reviewed by the Integrated Mental Health Team, rising from 3.6% of incidents in September 2017 to 5.0% in September 2018. Over two thirds of those resulted in referral, diversion or follow up.

## 9. Transformation

- 9.1 Working days lost to both officer and staff sickness increased over the summer months, but fell in September. However, average working days lost to sickness in the 12 months ending September 2018 improved year on year, falling from 9.4 days to 9.1 days for officers and from 9.7 days to 9.4 days for staff.
- 9.2 At the end of September 2018 there were 215 Specials working for the Constabulary, with a new intake in October set to boost those numbers. Over the course of the last 12 months, the Special Constabulary has contributed over 38,000 hours of policing activity (excluding training), with almost 58% of that time spent in support of reactive colleagues.

## 10. Recommendation

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

<b>Contact Officers</b>	Neil Stacey, Head of Performance and Head of Profession for Analysis, Cambridgeshire Constabulary
<b>Bibliography</b>	<a href="https://www.ons.gov.uk/peoplepopulationandcommunity/crimeandjustice/bulletins/crimeinenglandandwales/yearendingjune2018">https://www.ons.gov.uk/peoplepopulationandcommunity/crimeandjustice/bulletins/crimeinenglandandwales/yearendingjune2018</a>