



To: Business Coordination Board
From: Chief Constable
Date: 28th February 2019

PERFORMANCE UPDATE – 12 months to December 2018

1.0 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

2.0 Recommendation

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

3.0 Background

3.1 The most recent Force Performance Meeting was held on 23rd January 2019 and reviewed performance up to the end of December 2018. This report reflects the updates provided to that meeting.

3.2 The two Chief Superintendents will continue to lead on the management of tactical performance through these monthly meetings until such time as a new structure has been established through the Strategic Performance Meeting in April.

4.0 National Context

4.1 Latest data released by the ONS¹ for the 12 months ending September 2018 reported a 7.0% year on year increase in police recorded crime in England and

¹ ONS Statistical Bulletin, ‘Crime in England and Wales: year ending September 2018’, released on 24th January 2019

Wales. This is smaller than the annual increase reported in the same period last year (14%) and in the 12 months ending June 2018 (9%).

- 4.2 Recent years have seen an increase in theft related offences. Latest data shows a more mixed picture, with increases in vehicle crime (3%), robbery (17%) and some lower volume but higher harm types of violent crime. This includes offences involving a knife/sharp instrument (8%), with latest NHS data² showing a 15% increase in hospital admissions in England for assaults involving a sharp instrument. These are thought to be genuine increases. In contrast, burglary fell by 1% year on year, as did shoplifting.
- 4.3 For some crime types, including violence without injury (19%), sexual offences (14%), stalking and harassment (41%) and public order offences (24%), the increase in police recorded offences is more likely to reflect changes in reporting and recording practices, rather than indicating a real rise. It is likely that increases linked to ongoing improvements in crime data integrity could continue for some time, and contribute to further variation between forces, particularly when comparing percentage changes (in part brought about by the timing of Her Majesty's Inspectorate of Constabulary Fire and Rescue Services (HMICFRS) – Crime Data Integrity Inspections (CDI)).
- 4.4 In comparison, Cambridgeshire saw a 0.3% annual increase in total recorded crime over the reporting period. However, it is acknowledged that the decline in the crime recording compliance rate over recent months is likely to have been influential. The number of crimes per 1,000 population³ remained above both the MSG and regional averages, but below the national average. All Theft Offences and Theft of Pedal Cycle were the only crime types where Cambridgeshire was higher than the national average.

5.0 Performance Headlines

- 5.1 The downward trend in the long term indicator for recorded crime has continued, with Cambridgeshire now reporting declining crime levels; this is true for both North and South Areas. The discrete month rate for December was lower than the same month in each of the last two years, and significantly lower than the 12 month average for the first time this financial year.
- 5.2 The number of dwelling burglaries had been on a downward trajectory since March 2018, with fewer offences recorded each month than in the same period last year. However, December saw the highest number of offences recorded in any discrete month for over three years. The increase was most marked in South, with a number of identified series. This was responded to through weekly tactical meetings, with specific patrol plans and other tactical activity undertaken.
- 5.3 Stalking and harassment offences were up 20.3% year on year. This is largely driven by recording improvements, particularly in relation to Malicious Communications,

<https://www.ons.gov.uk/peoplepopulationandcommunity/crimeandjustice/bulletins/crimeinenglandandwales/yearendingseptember2018>

² ibid, latest NHS data is for the 12 months ending March 2018

³ Cambridgeshire = 76.7 crimes per 1,000 population. England & Wales = 86.4 crimes per 1,000 population

and a change to the Home Office Counting Rules (HOCR) in April 2018. While the latter is likely to lead to further increases until the rule changes have bedded in, it skews the longer term trend and means that data is not directly comparable.

- 5.4 The long term indicator for Serious Sexual Offences has been on an upward trend since June 2018, driven by higher numbers of offences in the period July to October. While offence levels have fallen in the last two months, Serious Sexual Offences has been adopted as a control strategy priority for 2019-20.
- 5.5 The downward trend in the rolling 12 month all crime prosecution possible outcome rate was halted in December, but at 13.0% remains significantly lower than the year end position. Improvements in the discrete month rate in November and December have been influential.

6 Key Messages

6.3 Transformation

- 6.3.1 Crime data integrity shows little improvement, with the headline compliance rate below 78% in each of the last two months. Training has already been delivered to the Information Management Unit (IMU), and will now be rolled out to the rest of the Demand Hub and then to the wider organisation. In the meantime, Area leads have been asked to ensure that a briefing is disseminated to all officers and staff to improve understanding and help address this decline.
- 6.3.2 From 1st February, all feedback will be collated and centrally maintained on one spreadsheet, which will be accessible to Crime managers, the Demand Hub and the Audit team. This will assist with the identification of underlying trends and recurring themes, close the feedback loop and help drive forward sustainable improvements.
- 6.3.3 Athena downtime in recent weeks has caused significant disruption across the organisation, particularly in the IMU, where the number of crimes awaiting quality assurance and linking, exceeded 1,200 at its peak. The backlog was reduced by using all available resources in the Demand Hub and through overtime.
- 6.3.4 Key performance indicators, including live investigative workload, average length of investigation, inactivity and Victim Care Contract compliance, combine to evidence ongoing challenges around throughput. The strategic response continues to be through effective supervision, better ongoing management of decisions and a stronger approach to individual performance management through feedback. Work is currently underway to improve the organisation's understanding of Athena processes and functionality in order to help supervisors better manage queues and prioritise workload. This also includes reviewing the current categorisation of outstanding suspects to facilitate more efficient management of risk.

6.4 Victims

- 6.4.1 December saw an improvement in prompt grade response performance, with several incident types⁴ seeing the fastest median response times of the last six months. However, while there have been improvements there remains some reticence on the part of both police officers and dispatchers to deploy across district boundaries. This will be subject to further discussion at February's performance meeting.
- 6.4.2 A review of 72 hours of domestic abuse incidents was carried out last month. This concluded that the prompt grading was far too wide a definition to allow for meaningful prioritisation and ongoing assessment of risk. Questions were also raised around whether the Inspectors in charge of the Force Control Room could add greater value by proactively intervening in the resourcing of outstanding incidents rather than carrying out a largely administrative quality assurance process at the back end. The wider findings from this review will be discussed at the next Domestic Abuse Delivery Group and decisions fed back to March's performance meeting.

6.5 Offenders

- 6.5.1 Use of bail has fallen nationally since changes to bail legislation were introduced in April 2017. However, concerns have been raised around excessive use of the provision for detainees to be "Released Under Investigation", particularly in circumstances where conditional bail would have been more appropriate to protect the victim or a third party from harm or further risk. Two proposals have been tabled. The first would see a presumption of conditional bail on release for specific offence types where we would expect to see higher levels of vulnerability. The second would require custody officers to play an active part in setting timescales on Investigation Action Plans in order to mitigate against service drift where a suspect is released under investigation. Implementation of these two measures would help redress the balance, and result in both an increase in the use of conditional bail and a reduction in investigation timescales.

6.6 Communities and Other Matters

- 6.6.1 Crimefile and NSPIS crime and custody recording systems will be turned off on 31st March 2019, at which point any live investigations will be migrated across to Athena. While work is in hand to finalise as many of those investigations as possible, it is estimated that around 500 crimes will still need migrating. Crime Managers are being asked to plan ahead and spread the workload in order to minimise the impact this will have on the IMU. Progress will be reported back to February's meeting, with the Data Integrity Working Group providing an additional level of oversight.
- 6.6.2 The decision, taken two years ago, not to record incident logs for non-police matters has now been partially reversed. While the original decision was taken with a view to better managing demand, it effectively removed the audit trail for complaints, and

⁴ ASB, Dwelling Burglary, Concern/Welfare, Criminal Damage, Domestic Incidents, Road Related, Suspicious Circumstances and Violence.

impacted on our wider understanding of non-police demand. Going forward, we expect to see a gradual increase in the number of incidents graded 'No Response'; but this should have no impact on front line officers. It is envisaged that the impact on the Grade of Service for call handling will be minimal.

- 6.6.3 Changes to the Home Office Counting Rules for Modern Slavery and rape offences are due in April 2019. Once final guidance has been received from the Home Office, this will be disseminated to the wider organisation.

7 Recommendation

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

Bibliography

Contact Officers	Neil Stacey, Head of Performance and Head of Profession for Analysis, Cambridgeshire Constabulary
Source:	https://www.ons.gov.uk/peoplepopulationandcommunity/crimeandjustice/bulletins/crimeinenglandandwales/yearendingseptember2018