



To: Business Coordination Board

From: Chief Constable

Date: 31st July 2019

**POLICE & CRIME PLAN – UPDATE ON PERFORMANCE AND COMMUNITIES THEME –
CAMBRIDGESHIRE CONSTABULARY WORK TO DELIVER ACTIONS**

1.0 Background

- 1.1 The purpose of this paper is to provide an update to the Business Coordination Board (“the Board”) on the actions taken against the Communities pillar of the Police and Crime Plan (PCP).
- 1.2 The most recent Operational Performance Meeting (OPM) was held on 19th June 2019 and reviewed performance up to the end of May 2019. This report reflects the updates provided to that meeting.
- 1.3 This report is the third in the new style, first giving an overall review of performance and updates provided to the OPM and then updates on the priorities. This month’s priority areas were Modern Slavery, Action against Hate and Policing Neighbourhoods under the PCC’s Communities theme.

2.0 Performance Meeting Updates

2.1 Strategic measure

- 2.2 The management information underlying the communities pillar is the confidence measure from the Local Policing survey in Cambridgeshire. This strategic measure is to be used in conjunction with the qualitative information in the priority updates in section 3.
- 2.3 The Local Policing survey is completed by the internal Telephone research team who conduct telephone surveys with members of the public living in Cambridgeshire. These telephone numbers are either landline or mobiles. In the last 12 months over 1,050 people have been surveyed.

- 2.4 The proportion of people who believe that the Constabulary are dealing with things that matter to them in their local community has fallen with 58.3%(n=985) of respondents surveyed in the last year saying they agree with that statement compared to 64.3% in year ending June 2018.
- 2.5 Nationally the Crime Survey of England and Wales (CSEW) has also seen a reduction in the proportion of people who believe that their local force is dealing with things that matter to them. Overall they found that 59.4%¹ of respondents agreed that the Police are dealing with local concerns this is compared to 60.6% for the previous year.
- 2.6 The Local Policing survey has shown an increase in the long term trend for the proportion of respondents who are happy with the overall police activity in their area, with an increase recorded each month for the last three months. For the year ending May 2019 58% (n=987) of respondents were satisfied with the Police activity in Cambridgeshire. This question is different to the headline Confidence question in that it asks about *satisfaction with police activity*.
- 2.7 Performance analysis has been tasked to improve the constabulary understanding of the issues raised by the public, and specifically what may be driving the falling confidence rates locally and nationally. This will report back to the Operational Performance Meeting in August.

2.8 Performance Headlines and Department Updates

- 2.8.1 The rolling 12 month recorded crime total has increased for four consecutive months. This increase is driven by the South whereas the North are on a flat trend. Some of this increase is believed to be due to improvements in Crime Data Integrity compliance.
- 2.8.2 Crime data integrity compliance remains above 80% for the third month in a row, although the trend is flat there are signs of improvement particularly within the Demand Hub. The use of the data quality assessment tool is also helping improve data quality, albeit the improvements are small they are showing travel in the right direction.
- 2.8.3 Some offence groups have seen the long term trend of recorded crime continue on the upwards trajectory such as Violence against the person, Trafficking of drugs, and Domestic abuse.
- 2.8.4 In the discrete month of May 2019 the Constabulary recorded the lowest number of dwelling burglaries in a single month since April 2018. The North recorded the lowest number ever recorded for the area, whereas the number recorded in the South was the lowest since April 2018.
- 2.8.5 The number of 999 calls received by the Constabulary continues to increase with the 12 month rolling total the highest since January 2010. The result of increased demand has been that the median time to respond to prompt grade incidents increased to 110 minutes in May. This is the highest seen since the peak in the summer and will be monitored closely going into the summer months. There was variation by incident type with some seeing improvements (Domestic, Dwelling burglary and Vehicle related) and other seeing decline (Sexual Offences, Robbery and Violence related).
- 2.8.6 The rolling 12 month all crime prosecution possible outcome rate has continued to decline and is now at 10.5%. Although in the discrete month of May Dwelling Burglary and Robbery saw an increase in the prosecution possible rate.

¹ Data from ONS: Table S18: Attitudes to local police, by police force area, English regions and Wales, year ending March 2018 CSEW1

- 2.8.7 The Investigation Management Unit (IMU) queues rose in May in part as a result of Athena downtime. These peaked towards the end of the month, however they have risen again throughout June on all queues. The number of crimes awaiting filing is impacting upon the number of live investigations which increased sharply in May.
- 2.8.8 Data suggests that overdue victim care contracts remain high - with 62% overdue. However, a recent dip sample suggested that compliance was significantly better than that; with officers recording their victim updates incorrectly. There was a discussion at OPM around how victim updates should be recorded on the system. The OPM meeting agreed that victim updates will be recorded on the victim page within Athena as intended. This will allow for the Ministry of Justice to understand if Cambridgeshire is compliant with the victim's code.
- 2.8.9 Case file quality continues to see month on month improvements with lower rejection rates for both Magistrate and Crown Court files with 21.3% of cases failing in April 2019 compared to 43% in April 2018. The new Casfile Standards Support unit is due to go live in mid-July subject to staff releases.

Priority Updates

2.9 Modern Slavery

- 2.9.1 The number of recorded crimes in the last 12 months remains stable with 41 recorded for the year ending May 2019. This is higher than year ending May 2018 when there were 22 crimes recorded.
- 2.9.2 In the last 12 months Cambridgeshire has issued its first interim trafficking order after an investigation at a carwash. This allowed the courts to place a range of restrictions on the behaviour and activities of a person who poses a risk of committing slavery or trafficking offences. This order remained in place until April the 19th.
- 2.9.3 Cambridgeshire has increased the number of individuals referred into the National Referral Mechanism. In the last 12 months 93 referrals were made compared to 59 in the previous year. In addition, the constabulary has embedded practice to work with partners on operations, referrals and on regular visits to houses of multiple occupancy.

2.10 Action against Hate

- 2.10.1 The rolling 12 month total of hate crime is on an upwards trajectory with Cambridge City and Peterborough driving the increase. Hate crime and incidents remain underreported and work is ongoing to increase reporting. Hate Champions are identifying hard to reach communities and engaging in order to increase reporting. Plans are being compiled for the national hate crime awareness week which is from the 12th to 19th of October 2019.
- 2.10.2 The rolling 12 month prosecution possible continues to decline and is now at 16.7% for the Constabulary. Each hate crime and incident is reviewed by the hate crime coordinator. This is to ensure that the crime is allocated accordingly, that the victim is referred to the victim and witness hub where appropriate and there is a suitable investigation plan. By reviewing these crimes and incidents it has been noted, by the hate crime coordinator, that the use of community resolutions as a disposal is limited. There have been no community resolutions on any hate crime since March 2019.
- 2.10.3 In the last 12 months 88 victims of hate crime have been surveyed to find out their opinion on how the Constabulary handled their investigation. 67% of respondents said they were at least fairly satisfied with the experience compared to 79.2% in the year ending May 2018.

2.10.4 Survey respondents continue to say that follow up is the worst aspect of their experience, although there is starting to be an improvement as the long term trend has stopped declining. It is anticipated that the implementation of the supervision policy along with the enhanced use of victim updates within Athena will drive further improvements in victim satisfaction.

2.11 Policing Neighbourhoods

2.11.1 The increase in precept is allowing an additional 50 Police officers to be invested into neighbourhood policing. The allocation of these additional officers has been decided following a review on neighbourhood policing. A detailed breakdown of where the additional officers will be based is shown in Figure 1 in point 3.1.1.

2.11.2 All forces received recommendations from HMICFRS to show compliance with the NPCC Neighbourhood Policing guidelines. The recent HMICFRS inspection has shown through informal feedback that Cambridgeshire is compliant with the NPCC Neighbourhood Policing guidelines.

2.11.3 The neighbourhood policing steering group have recently completed work to baseline performance before the additional 50 police officers are in post. Whilst completing the baseline work it has been noted that there are gaps in data collection and these are being reviewed so that a solution is found.

2.11.4 The neighbourhood policing steering group meets monthly with representation from around the force. There are three projects under the neighbourhood policing strategy which are governed by the steering group, they are; The Cambridgeshire Offender Management review, the Neighbourhood Policing Shift Pattern review and the Police Community Support Officer Sub-project. These projects are all at different stages and will be updated throughout the year.

3.0 Communities Updates

3.1 Joining up service provision to listen to day to day community safety issues

3.1.1 'Review of the Neighbourhood Model, ensuring over 10% of our workforce is embedded in Neighbourhood Policing'

The 50 additional officer posts secured as part of the 2019/20 precept increase will all be invested in Neighbourhood policing. A model to apportion these assets has been completed following a "What Works" review. The outcome is a three factor approach that looks at total crime volume (number of crimes), crime harm index geographic data (Crime impact/harm) and "Vulnerable localities Index" (six indicators of risk of community breakdown). This has resulted in an uplift arrangement as attached.

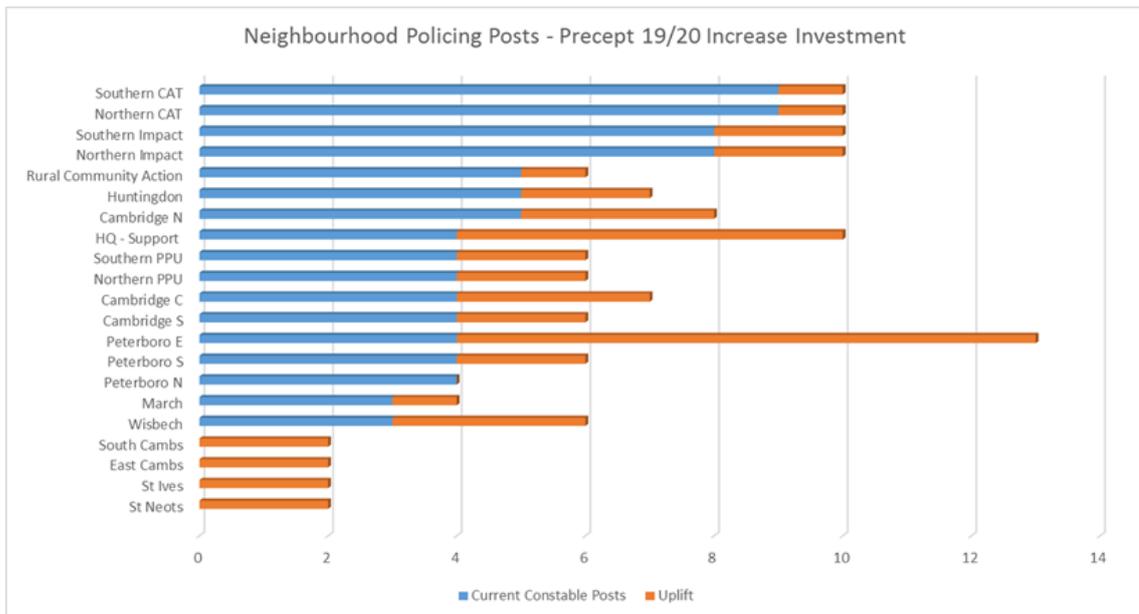


Figure 1 Neighbourhood Policing precept increase where the officers will be posted

The uplift equates to a move from roughly 10% to 14.4% of all Local Policing Command police officers engaged in policing neighbourhoods as their core role; accepting policing neighbourhoods is everyone's business. Factoring in officers and staff the uplift see a move from 11.8% engaged in neighbourhoods to 14.9%².

3.1.2 *'Review our Community Communication and Engagement and strategy to make sure it is clear and responsive to the needs of the community, that it empowers communities and is adopted within wider Neighbourhood partnerships.'*

A force engagement strategy has been drafted and approved – it will be owned by Corporate Communications, but delivered by the organisation (supported by Corporate Communications). Implementation plans and engagement toolkits are being developed by the area communications leads, in conjunction with the areas, to support the local teams in delivery.

3.1.3 *'Review our rural crime strategy, seeking new opportunities to work in partnership.'*

In the last three months the Constabulary have:

- i. Met with a multi-agency and multi-force group to review rural strategies in relation to coursing/poaching and have agreed to develop national tactical plan around hare-coursing. Lincolnshire police are taking the lead with Cambridgeshire as a key contributor.
- ii. Chaired the Eastern Region Rural Crime Partnership Meeting to foster multi-agency partnership working. In attendance were Cambridgeshire Police, Cambridgeshire OPCC, Essex Police, Bedfordshire Police, Hertfordshire Police, Suffolk Police, Norfolk Police, NFU, NFU-Mutual, Country Side Watch, Farm Watch and the Country Land Owners Association.
- iii. Rural Crime is not a Force Priority Area, however Supt Sutherland is preparing a 'Plan on a Page' to bring conformity with other areas and to summarise and clarify our approach to tackling rural crime. This will be submitted for the next 'Communities' update.

² This is based on establishment figures not current strength

3.1.4 'Improve the use of our technology within RCAT to increase trust & confidence within the rural community'

The RCAT will shortly be purchasing and completing training for drones. The RCAT requested that the IT company 'What 3 Words' integrate the functionality of an existing ICT mapping platform (View Ranger) to gain the benefits of both. The excellent working relationship developed with What 3 Words has allowed this to take place at zero cost to the Constabulary.

The RCAT now have dedicated social media channels that are building a dedicated rural following.

3.1.5 'Use a variety of modern methods to provide a two way dialogue between the Force and communities and demonstrate our visibility'

A new Force engagement strategy has been agreed by the Chief Constable. The strategic lead for this work is Sarah Cooper, with Vic Kerlin in Partnership and Operational Support as the designated Tactical Lead from summer 2019. The strategy was shared with HMICFRS prior to the recent inspection. Further work is required to determine how this new strategy will be efficiently and effectively pursued building on some excellent pockets of engagement and communication activity already embedded.

Examples of good practice include the delivery of social media and traditional media training to frontline officers, social media messaging, traditional media coverage and marketing opportunities to support operations.

3.1.6 'Working with partners develop a geo-based tactical neighbourhood delivery plan embedding the national neighbourhood guidelines'

The new Neighbourhood Policing strategy is fully compliant with the national neighbourhood policing guidelines and this was recognised in recent informal feedback from HMICFRS. This strategy and associated delivery focuses both on geographic needs, but also on threat, harm and risk and how service supply and resourcing within neighbourhood policing is differentiated on the basis of documented assessment of need. This work has been completed through partnership and delivery is equally invested in joint working being greater than the individual agency parts.

3.1.7 'Engage and understand communities and the threats they face, both now and in the future'

This priority should be cross referred to the priority in 3.1.5.

The neighbourhood policing strategy recognises there are two interconnected elements here; Engagement and threat assessment. The former is currently being pursued through the new engagement strategy and developing tactical work that will fall from it. The latter issue relating to threat is currently being discussed as part of the emerging performance framework assigned to the Neighbourhood Policing steering group. The Force has well established strategic and tactical threat assessment structures and process such as the strategic assessment process, FMS 2 and STRA (in development). There is further opportunity to determine how communities define and communicate their own assessment of local threat.

3.1.8 'Work with the local child safeguarding boards & other partners to help communities understand evolving risks & spot the signs of exploitation'

A training day was delivered to key community stakeholders from taxi drivers, hotel staff, license premises (nightclubs) and fast food establishments. The training day was very well

attended and has received some really positive feedback. The purpose of the day was to give these key individuals the knowledge around signs of exploitation in children. This was picked up by media outlets was highlighted on radio (BBC Cambridgeshire) and local news (BBC and ITV).

3.2 Increase public involvement to improve community understanding and resilience

3.2.1 'Work in partnership so that people feel safe, connected and able to build, implement and sustain their own initiatives'

There are some strong example of initiatives in which Police are fulfilling an advisory or stakeholder role but are otherwise community-led. Baselining of performance in this area and opportunity is a current action on the agenda of the Neighbourhood Policing steering group. Under the neighbourhood policing staff uplift there will be a further Constable invested in Citizens in Policing within Partnership and Operational Support later in 2019. This supplements approval of an additional (temporary) Inspector role in Partnership and Operational Support who will work to Vic Kerlin as the Tactical lead on Citizens in Policing and Engagement.

3.2.2 'Increase number of volunteers, their contribution and integration'

Police support volunteers (PSV) roles are now advertised in more detail on the Constabulary website. It's hoped that this extra detail will generate more interest and allow more informed volunteers to step forward.

New volunteers have been recruited to help re-open the Force Museum in Monks Wood. This allows volunteers to take an active part in highlighting the exhibits and history of the Constabulary thereby increasing public involvement, but also allows the Museum to open to the public (community groups and interested parties) by prior arrangement to improve community understanding of the Force role and challenges.

Currently the Neighbourhood Policing Team is trying to source volunteers to help with sending eCops messages, updates on crime and messages from our partners to the public. This will help with community engagement and improve communication.

Training on the recruitment process, procedure, central support available and how to manage a PSV has been delivered to the South's Neighbourhood Policing Team. It's hoped this will help embed and promote the use of PSV's. In February and March 10 drop in sessions were held across the Constabulary where departments could come and learn about the opportunities that volunteers can offer. It was hoped to dispel myths surrounding volunteers, with several departments seeking advice on the use of volunteers within their teams.

A new PSV newsletter has been introduced, this was due to feedback from current volunteers who said they felt isolated in the work they do. It is hoped that the newsletter will allow the volunteers to see they are part of a much wider team and show thanks to the great work they do. Feedback on the first newsletter has been positive.

Across the County there are two watch schemes currently in place; Speedwatch and HGV watch. Speedwatch is the largest with 1,942 volunteers signed up. HGV watch is a new watch which allows community volunteers to monitor areas where there are weight, height or width restrictions in places. There are currently 6 HGV watch's in place and 36 trained volunteers. It is hoped that the rural watch will be re-launched and is going through a risk assessment with health and safety.

3.2.3 'Increase the contribution Specials make to the constabulary & ensure they are representative of the communities they serve'

There is going to be a recruitment information event at Force headquarters on Saturday 13th July. This event is open for all but aimed at harder to reach minority communities. Although this event is about recruitment across the Constabulary, it will feature Penny Lancaster and Sandi Bogle who both took part as Special Constables in the recent Famous and Fighting crime TV programme. The event is hoped to showcase the diversity of our workforce and will include representatives from The Specials, Cadets, PSV's and Watch schemes. This event will inevitably promote volunteering internally and externally.

3.2.4 'Increase number of joint operations specific to rural community'

We have agreed in principle to launch joint Op Gallileo (hare coursing) operations with Lincolnshire police in September.

3.2.5 'Promote the importance of reporting intelligence and crime'

The Force has an established online reporting facility which enables direct reporting of intelligence to the force intelligence department. Analysis over the past 6 months shows this forms 10 – 15% of all intelligence received. The online reporting form has recently been reviewed and amended by the force intelligence and corporate communication department to provide clear guidance including examples to assist public understanding of intelligence and focused areas for reporting.

It should be noted however that the vast majority of reports information received as intelligence is not intelligence and could have otherwise been 'filtered' at source and either recorded as incidents or more appropriately directed towards partner agencies for action. For these reasons suggest consideration should be given to all online reporting being managed by the Demand Hub to better manage demand and improve efficiency around intelligence management.

There are numerous strategic media campaigns working with partner agencies aimed at increasing awareness and encouraging reporting across a range of crime types such as Modern Slavery.

3.2.6 'Embed 'Problem Orientated Policing' into everything we do, ensuring effective partnership problem solving, focused on positive and sustainable outcomes'

The Force has recently trained almost 600 officers, staff and partners in the OSARA problem solving approach, securing College of Policing input and funded through the use of money seized from the proceeds of crime. Further work to increase awareness of the approach and use amongst more specialist teams is underway and the neighbourhood policing steering group is now leading working to evidence how training is converted into demonstrable outputs/outcomes.

3.2.7 'Identify and tackle the causes of crime, disorder and anti -social behaviour'

This is a further strategic aim recorded in the neighbourhood policing strategy and it seeks to draw together a number of strands of work both Police only and partnership. There are two things to note, firstly the emerging recommendations from a review of the Offender Management approach taken, commissioned by the Constabulary and then approved at the Criminal Justice Board, Offender Management subgroup. Secondly the increased use of the Cambridge Harm Index (CHI) to look at identifying, engaging and developing approached of case managing existing and emerging high harm offenders with a focus on early intervention and increasingly younger cohorts. A CHI event looking at critiquing the use of CHI is scheduled in July and has secured the University of Cambridge as an attending partner to support this. This a welcome addition, given the initial creation of the index by the Institute of Criminology.

3.3 Integrity

3.3.1 'Ensure national complaints reform is embedded across the Constabulary to support the highest professional standards in service to the public'

The BCH Change Portfolio office has drafted a procedure in preparation for the introduction of the complaints reform and roll-out of the BCH CRT system which will be used to manage complaints. The document in its current form has so far been circulated to the Herts & Cambridgeshire PCCs offices, PSD and the Information Management Department for feedback and amendments.

Once agreement has been reached from the relevant parties in the main stakeholder groups this document will be signed off by the DCCs and submitted to the IOPC to single out our intentions as to how complaints / dissatisfactions will be managed within BCH.

Please note that the CRT Framework (System) is a proprietary BCH system, designed by the Herts PCCs Customer Response Team and built by the BCH ICT team, it was implemented in January and has been used to manage complaints prior to the legislative changes to the Police and Crime Act 2017 – the system has the support of PSD and fulfils the criteria of the IOPC. CRT framework will be rolled out across Beds and Cambs – at no cost to the forces.

The Constabulary are looking at an implementation date for trial of 1st October 2019 so the relevant areas can become proficient with the system and its functionality prior to the legislative changes. Ahead of the ICT change request being submitted there is a meeting being held on Thursday 27th June to identify and agree an information asset owner.

4.0 Highlighted Good Practice

- 4.1 The focus of this month's report will be around Neighbourhood Policing and in particular the work of the Fenland Neighbourhood Policing Team.
- 4.2 The Fenland Neighbourhood Policing Team is currently made up of 1 Inspector, 2 Sergeants, 7 Constables and 11 PCSO's. They report to the Northern Neighbourhood Chief Inspector.
- 4.3 Their core role is to provide problem solving to long standing neighbourhood issues, manage sex offenders, provide local knowledge to help solve crimes and assisting in the management of IOM's.
- 4.4 Over the course of the past three months the Fenland Neighbourhood Team have had a number of positive results where they have been able to apply local knowledge to ensure resolution to incidents which would otherwise have been unresolved. They have also been involved in a number of initiatives to improve the quality of life for the residents in those areas.
- 4.5 One of those initiatives was completed in conjunction with Fenland District Council. Following several reports of off road bikes frequenting certain areas of March signage has been produced and put up which sets out the restrictions and laws of riding off road bikes. Patrols have been conducted since this time and to date no one else has been seen and no further incidents of this type of anti-social behaviour have been reported.
- 4.6 Following a series of shed burglaries in Chatteris the team used their extensive local knowledge to identify 2 suspects. Both of these offenders were handed conditional cautions.
- 4.7 During Op Sceptre one of the Police Now Constables was instrumental in delivering knife inputs to schools in the local area.

- 4.8 The neighbourhood teams are sent incidents and crimes for attention when they are closed as there are no known solvability factors. This gives them the opportunity to identify trends which are unlikely to be seen by reactive officers who cover the entire North of the county. This ability is never more evident than in the following case in one of the Fenland Villages.
- 4.9 Sometimes crimes with limited solvability factors are closed, as was the case with two incidents involving an offender displaying sexual behaviour and actions towards children. Due to the potential seriousness of the offending behaviour the local team reviewed the crimes and were able to identify a similar offender profile. Due to their extensive local knowledge they were able to quickly identify a suspect and arrest him. He is currently on police bail
- 4.10 Neighbourhood teams are constantly dealing with competing demands and have responsibility for a number of issues which pose the largest risk to the welfare of our communities. Their extensive knowledge of their areas and their willingness to do right by them is what makes them so successful. This is just a snippet of highlights of the good work conducted by this small team.

5.0 Recommendation

- 5.1 It is recommended that the Board note the contents of this report.