



Creating a safer  
**Cambridgeshire**

**To:** Police and Crime Commissioner

**From:** Chief Constable

**Date:** 26<sup>th</sup> March 2020

## **CAMBRIDGESHIRE CONSTABULARY'S PERFORMANCE UPDATE – 12 MONTHS ENDING JANUARY 2019**

### **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 ("the Plan").

### **2.0 Background**

2.1 The Force Performance Meeting held on 20<sup>th</sup> January 2020 reviewed performance up to the end of January 2020. This report reflects the updates provided to that meeting.

2.2 Alongside an overall review of performance, the report will also update on the priorities which sit under the Offenders pillar of the PCC's Police and Crime Plan. This month's priority areas were Street Based Violence and Dwelling Burglary.

### **3.0 Performance Meeting Updates**

#### **3.1 Strategic measures**

3.1.1 The management information underlying the Offenders pillar is prosecution possible outcome rates; overall and for Dwelling Burglary and Domestic Abuse.

3.1.2 The long term downward trend in the rolling 12 month all crime prosecution possible outcome rate halted in January, with 955 prosecution possible outcomes recorded in the month, the highest monthly total since March 2018. The rate is now at 10.1%, comparable to the long term benchmark, but remains 1.0ppt lower than at March year end. Work by the Out of Court Disposal (OoCD) team continues to have a positive impact, with 452 Community Resolutions over the

last three months. Higher numbers of charges (663) and TICs (51) were also seen in January; both at 12 month highs.

- 3.1.3 The rolling 12 month prosecution possible outcome rate for dwelling burglary has further improved; at 9.6% it is now 2.7ppt higher than at March year end. South Area's rate has been consistently rising over recent months and is currently at 10.5% while the North's has been more static, and remains around 8.0%.
- 3.1.4 The long term downward trend in the rolling 12 month prosecution possible outcome rate for Domestic Abuse Crimes was halted in January, with an increase seen in the number of charges. 28 prosecution possible outcomes in January was the highest monthly figure for DA outcomes since January 2018. At 10.2%, the rate is 3.6ppt lower than at March year end. While the long term rate in South showed some improvement, the long term downward trend continues in North area at this time.

### **3.2 Performance Headlines and Department Updated**

- 3.2.1 The Athena Data Quality Assessment Tool was used by IMU operators to assess 1,601 records last month. 53.8% were judged to have passed, stable month on month; however, pass rates continue to vary widely across IMU teams. It is hoped that the imminent release of the new Supervisors E-book will help improve levels of knowledge on data quality and therefore reduce the likelihood of future data quality issues.
- 3.2.2 Since the launch of the Casefile Standards Unit in September 2019, officers have been completing quality assessments on the casefiles they have reviewed. In the 5 months to January 2020, over 1,100 files were assessed; errors identified are used as learning opportunities for the Officers involved to help ensure such errors are not repeated. Since the introduction of the unit Casefile standards have risen to their highest in recent years (see 4.2.2.).
- 3.2.3 The volume of secondary calls to the public and crime lines which are being abandoned remains high. Work is ongoing to provide reassurance that callers are opting to shift channel rather than abandon their call entirely.
- 3.2.4 Prompt grade response performance remains challenging, with a high proportion of calls seeing response times in excess of 4 hours. Delays in finding available officers to attend remains a key inhibitor to improvement. This has been highlighted as an area for improvement in the recent HMICFRS PEEL inspection, where it was identified that the force should ensure it has sufficient resources available to respond appropriately to prompt (within one hour) calls for service, particularly for incidents of domestic abuse.
- 3.2.5 The existing Domestic Incident call type has been replaced by two new call types: Domestic Abuse and Domestic Incident. This is to improve our understanding of demand and highlight those Domestic Incidents believed to fit the Domestic Abuse crime definition, from those which do not. 75% of all prompt graded domestics last month were categorised as Domestic Abuse. Improvements in some districts was noted but it is too early to be sure how much of an impact the change will have on prioritising Domestic Incidents likely to involve more risk.

- 3.2.6 CDI compliance remains stable at 88.9% for January compared to 88.6% in December.
- 3.2.7 PVP report a continuation of recent high demand. Demand in Child Abuse Investigation and Safeguarding Unit (CAISU) now surpasses that of the Rape Investigation Team (RIT). The Paedophile Online Investigation Team (POLIT) is also seeing a spike in demand, executing an average of three warrants a week as a result of National Crime Agency referrals.
- 3.2.8 North Area note that live investigation levels in CID were in excess of 800 by the end of January, as a series of serious incidents impacted on administrative capacity. North are also assisting South (which has typically seen higher levels of PIP 2 offences) by taking on some South investigations.
- 3.2.9 South Area also report high levels of live workload, an Operation focused on intensification occurred in January resulted in 55 suspects being dealt with for 109 offences, resulting in 40 positive outcomes.
- 3.2.10 The Demand Hub report in improvement in 999 emergency call performance, but a deterioration for 101 call handling – attributed to resourcing challenges in January.
- 3.2.11 Intelligence and Specialist Crime Department (ISCD) note a significant increase in workload relating to communication authorities for life at risk situations – 103 to date in 2020 compared to 56 for all of 2019.
- 3.2.12 Business Support have got agreement and supply of trauma packs for response vehicles rolling out for the end of March.

## 4.0 Priority Updates

### 4.1 Serious Street Based Violence

- 4.1.1 Serious Street Based Violence (SSBV) is not a specific offence type, therefore a range of measures are used as proxies to understand the level of serious violence across Cambridgeshire. While none of these are considered complete, they do give us an indication of the scale of offending.
- 4.1.2 Violence with injury offences were higher than January 2019, but down from December. The long-term indicator continues to trend upwards. Robbery offences were lower than January 2019 and the long-term indicator continues to trend downwards.
- 4.1.3 The proportion of violence with injury and robbery offences shown as having involved a weapon were both up from January 2019<sup>1</sup>, though the Force has recently been emphasising the importance of data quality so it is recognised that these increases may reflect improvements in data quality (specifically more accurate use of markers) rather than real world increases.
- 4.1.4 The 12 month prosecution possible outcome rates for SSBV offences show variation. For Violence with injury offences the rate is at 15.8%, down from 16.9%

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<sup>1</sup> For Violence with injury up to 6% from 3.8% in January 2019, and to 23.8% for Robberies from 19.5% in January 2019

for the 2018/19 financial year, while for robbery offences the rate has improved from 10.9% to 12.1% over the same periods.

- 4.1.5 North Area report the detection of an emerging series of street robberies during January by the burglary team. Arrests were made and the series has so far discontinued.
- 4.1.6 Other SSBV type offences on North Area in January included a murder, GBH level assaults with weapons and Affray (gang fight with weapons) arrests were made in relation to many of these.
- 4.1.7 North Area Neighbourhood Officers continue to work on tactics to disrupt identified drug lines: such as dispersal powers, high visibility patrols and the use of warrants and closure order warnings. Evidence is also gathered for gang injunctions.
- 4.1.8 South Area report collaborative work with the Border force resulting in 21 offenders being dealt with for the importation of weapons such as tasers.
- 4.1.9 Some significant SSBV offences in South Area have been identified and dealt with by early arrests to minimise harm to the community.

## 4.2 Dwelling Burglary

- 4.2.1 Burglary incidents were high in January: 246 dwelling burglary incidents recorded in January; the highest single month figure of the last 12 months, with month on month increases in Peterborough, Cambridge City and South Cambridgeshire.
- 4.2.2 Median time to respond to immediate graded burglary incidents improved slightly while the time to prompt graded incidents was stable.
- 4.2.3 Recorded dwelling burglary offences remain stable, a month on month increase was seen but January's figure (225) was very consistent with January 2019 (222) with very little change seen in the long-term trend.
- 4.2.4 It is anticipated that the recent creation of dedicated burglary teams in both North and South areas will lead to reduced periods of inactivity, higher levels of VCC compliance, improved suspect categorisation and more robust and regular supervisory reviews. The creation emphasises the importance the Force places on reducing dwelling burglary offending and targeting burglary suspects.
- 4.2.5 North Area report numerous related arrests and convictions at court for burglary suspects, with some suspects pending sentence and others receiving custodial sentences, including one of more than three years.
- 4.2.6 South Area report a successful joint operation between ISCD and the Burglary team, in which two offenders were arrested in Essex for their part in nationwide burglary offending. A covert operation led to the arrest and eighteen subsequent charges. Both suspects are now remanded, one to prison and the other to local authority care.

## 5.0 Offender Updates

## 5.1 Police enforcement disrupts offenders and deters would-be offenders

*'Develop integrated one team approach to disrupt offenders'*

The identification of high harm offenders continues through the use of Crime Harm Index based schemes alongside established statutory arrangements such as MAPPA 2 & 3 and IOM.

On a North and South basis, priority offenders are discussed at weekly tactics meetings and actions set for the most appropriate officers. On a daily basis high priority suspects in all areas including SAC and DV are identified through local daily management meetings and all teams contribute. Options are being considered to increase capacity in this area.

### 5.1.1 *'Implement targeted Days of Action'*

Recent Days of Action have continued across the county, including focuses on drugs and Modern slavery. Op Cadence was a neighbourhood policing Operation in response to community concerns about an increase in offences in an area of Peterborough. Other days of Action in Peterborough had positive arrests for suspects wanted on warrants for failing to appear at court. Others focusing on theft offences (such as shoplifting and theft from person) have also had positive results. In December Days of Action targeting drugs and fraud yielded numerous arrests and the seizure of thousands of pounds of cash and hundreds of thousands of pounds worth of drugs.

### 5.1.2 *'Exploit civil powers and new legislation to restrict offenders & reduce harm (i.e. CAWNs and see victims section and use of SHPOs and DVPOs)'*

Op Copperfield was a recent CSE investigation managed by the North CAISU (Child Abuse Investigation and Safeguarding Unit) which saw 5 persons arrested. As a parallel investigation the CAISU officers worked closely with Northern Neighbourhood and licencing staff to enforce a successful closure order on a premises which was central to the investigation and therefore linked to the exploitation of children. The premises is now subject to continued scrutiny through established Op Makesafe work.

The Rape Investigation Team are subject matter experts in managing honour based abuse. The Force's subject matter expert recently secured a conviction for breach of a forced marriage protection order. This is believed to be the first of its kind in the UK. The Chief Officer team are aware and further recognition of this work is in hand.

### 5.1.3 *'Strengthen local partnership disruption activity i.e. immigration/GLAA/HMRC'*

Neighbourhood Officers in South have mapped a number of previously unrecognised Organised Crime Groups (OCGs). One of which scored the third highest risk in the Eastern region. Neighbourhood officers were pooled to form a bespoke team to tackle this group alongside partners resulting in over 25 OCG disruptions in three months. Some of the partnership work has concentrated on environmental health issues and House of Multiple Occupancies linked to the OCG and the Lead Responsible Officer's aims and objectives to disrupt criminal activity.

Work against other elements of Serious Organised Crime has seen 122 arrests in the last 12 months, with over £55k in drugs and over £60k in cash being recovered. In addition

formal OCG disruptions against southern based OCGs alone are 50% higher than the force total for the previous year.

Neighbourhood policing in North continues to target offenders from a broad range of risk areas using a range of tactics:

- Disruption of recognised and emerging OCGs and established drugs supply lines are owned by Neighbourhood Policing. For example intensive focus by a dedicated group of officers has led to the closure of a significant number of cannabis factories linked to a single OCG substantially disrupting their criminal enterprise.
- Recent use of specific legislation has led to a three month closure order on a Peterborough premises identified in relation to Child Sexual Exploitation activity.
- The use of the Cambridge Crime Harm Index alongside traditional policing activities has led to the identification of emerging gang related groups. The north has achieved the Constabulary's first full gang injunction with others in the court process.

Focused work in partnership around siblings and children of gang members continues with Neighbourhood teams. This is aimed at preventing young people being drawn into serious and organised crime.

#### *5.1.4 'Target asset recovery'*

The Regional Asset Confiscation Enforcement and Recovery Team, working closely with specialist and local policing teams, continues to make good and effective use of Confiscation, Forfeiture and Account Freezing Orders. The total amount of assets currently under restraint has grown considerably during this reporting period to £12,484,457.00 and Account Forfeiture Orders to £1,964,341.00. Just over a quarter of this is attributable to a cross border organised crime group, a further member from which has recently been convicted following trial for handling stolen goods which has resulted in further POCA proceedings being instigated.

## **5.2 Offenders are brought to justice while ensuring the best outcomes for victims**

### *5.2.1 'Reduce the number of first time entrants to the Criminal Justice System'*

The Constabulary's Out of Court Diversion (OoCD) team began work on 9<sup>th</sup> December 2019 as planned, and is already delivering substantial improvements in Offenders Brought to Justice through application of Community Resolutions. Many of these investigations may previously have resulted in No Further Action (NFA) by police, mainly due to lack of available evidence and/or victim's being unwilling to pursue matters through the Criminal Justice system. During the first full month in January, the team delivered over 200 positive outcomes via OoCD interventions, providing swift justice for victims.

The pilot use of the CARA programme for low risk perpetrators of Domestic Abuse (DA) began in early February: this scheme will provide a meaningful alternative to prosecution for some victims of DA through application of a risk based Conditional Caution.

### *5.2.2 'Improve the quality of police investigations and police files for prosecution'*

Renewed focus on investigation standards, and particularly effective supervision, has been reinvigorated through a force wide series of development days aimed at Sergeants and Inspectors. These days precede the launch of revised Investigation Standards policy and a new Supervisors E-Book that will support improvements in the overall quality of investigations.

The Caseload Standards & Support Unit continues to deliver significant performance improvements in terms of prosecution file quality. Since its inception in September 2019 the force has recorded month on month reductions in error rates with January delivering the lowest recorded error rates since the transition to a new crime system in May 2018.

**5.2.3** *'Further progress collaborative working between CPS/Police by exploring opportunities to co-locate within the police estate'*

Work to further develop the collaborative approach with CPS is continuing with co-location within the police estate being high on the agenda and supported by the Chief Crown prosecutor.

**5.2.4** *'Ensure there is in place consistent and robust processes to trace offenders and bring them to justice.'*

A DI from the Rape Investigation Team has been engaging with the National Police Chief Council's adult sexual offence group to provide evidence for a national review of rape stereotyping. Operation Gisborne is a local offence, investigated by the RIT, and is being used within the review to support further learning.

Neighbourhood Policing makes best use of all available powers and orders to ensure justice for victims. In respect of an identified group of offenders engaging in gang related activity Community Protection Warnings were used to begin curbing behaviours. Breaches of these contributed to the filing of Criminal Behaviour Orders and the first full civil gang injunction achieved by the Constabulary. These criminal and civil orders provide necessary restrictions which will work to prevent future offending.

**5.3 All agencies coming into contact with offenders ensure they address the causes of criminality**

**5.3.1** *'Develop & highlight the work of Safer Schools Partnership'*

The Intelligence and Serious Crime Department are finalising a methodology to allow evidence-based assessment of threat, harm and risk at the County's 11-16 education providers to help ensure appropriate policing provision. This tool will be used to agree levels of Police/schools liaison and activity and will be an important part of pursuing the National Police Chiefs' Council Child Centred-Policing Strategy locally, as well as other partnership arrangements focused on children and young people.

The Safer Schools Partnership is recognised as a vital part of the response to youth criminality and vulnerability to exploitation. The Peterborough team are supporting a number of schools while current options to expand capacity and better understand how the Force can support schools across the county are being considered.

**5.3.2** *'Review and refresh Integrated Offender Management arrangements'*

IOM arrangements are currently being benchmarked across other forces within our policing region, whilst the Force activity engages in dialogue about the national future direction of IOM and emerging best practice.

*5.3.3 'Continue to work with partners to offer appropriate Out of Court Disposals which address the causes of criminality.'*

The use of Out of Court Diversion is key to tackling the cause, rather than the symptoms of criminality. The Constabulary's dedicated OoCD team has been proactively delivering training to frontline officers about the importance of using therapeutic referral pathways to tackle some types of offending behaviour, and this training has been reinforced throughout January and February by a series of Development Days for Sergeants and Inspectors, delivered by the Investigation Standards management team.

The dedicated OoCD team continues to work in partnership with local agencies to maximise potential for meaningful interventions, and they have identified additional pathways for various offences that can be used to effectively address issues underlying criminal behaviours.

*5.3.4 'Ensure partnership approach with probation to prevent hate crime re-offending'*

Partnership and Operational Support have a close working relationship with both YOS and probation which allows them to share information and trends on hate crime offending.

*5.3.5 'Embed a culture of sharing best practice across agencies'*

Through existing MAPPA and IOM arrangements tactical best practice is discussed and shared. Emerging strategic best practice from reviews or national circulations are discussed at the Criminal Justice Offender Management Sub Group and elevated to the Criminal Justice Board as required.

*5.3.6 'Ensuring work with academic networks to provide a sound evidence based approach'*

Academic evaluation of the work of the OoCD team will be conducted later in the year. In the meantime, the Constabulary is watching with interest pilots in other areas using OoCD as a means for tackling other crime types such as Hate Crime and certain types of Youth related Knife crimes. Such pilots require ministerial approval, and the evaluations provide a sound academic evidence basis for decision making.

**5.4 A partnership approach will be taken that protects local communities from crime and manages the most complex offenders**

*5.4.1 'Co-ordinate partners' activity against highest threat & harm offenders i.e. County Lines/CSE/gang members/DA perpetrators'*

The Constabulary continues to use the Cambridge Crime Harm Index (CHI) each month to identify and assess both offenders and victims who cause/experience the greatest harm.

Northern and Southern areas are harmonising their approaches to using this data and work to engage and – where appropriate – case manage persons in partnership. Both areas are developing cohorts of offenders, victims and also specific cohorts (notably



among young people) to see, to mitigate risks of County Lines/CSE/Gangs and serious street-based violence.

**5.4.2** *'Ensure effective partnership approach to tackling serious street based violence'*

The use of Crime Harm Index in the South LPR has now seen 140 offenders causing the most harm come through the programme set up on South Area, analytical work shows that offending harm reduction floats between 80-100% post-adoption. This work includes Op Rockledge, which focuses on CHI offenders with a propensity to carry a knives but also looks at wider SSBV issues – such as importation of weapons to people known to the police. This has led to 21 interceptions and cases being pursued and best practice and learning being elevated to the NPCC lead.

**5.4.3** *'Ensure effective & efficient partnership work around MAPPA nominals'*

In the North LPR, Multi Agency Public Protection Arrangements (MAPPA) are fully supported by NH Policing. Regular meetings identify those that pose the greatest risk and a partnership problem solving approach is taken to keeping communities safe.

**5.4.4** *'Consider response to roll-out of national electronic monitoring programme.'*

Local and supporting activity is embedding with the Intelligence and Specialist Crime Department (ISCD) ensuring that local checks are carried out ahead of any placement or housing decisions.

**5.4.5** *Ensure partnership approach to prevent hate crime re-offending'*

The Hate Crime Coordinator continues to work closely with partners to enhance learning in residents of mental health establishments where there are a large number of hate crime offenders. Also with the Out of Court Disposal team to include an awareness-focused course for suitable candidates of OOCDS. Awareness/education has been recommended as the most effective method of reduction of hate.

**6.0 Recommendation**

6.1 The board is recommended to note the contents of the report.