



To: Business Coordination Board

From: Chief Constable

Date: 20 January 2015

PERFORMANCE UPDATE

1. Purpose

1.1. To update the Business Coordination Board (“the Board”) on Cambridgeshire Constabulary’s (“the Constabulary”) performance against the priorities identified in the Police and Crime Commissioner’s Police and Crime Plan (“the Plan”) in the 12 months to 31st December 2014. Further data is available within the accompanying ‘Performance Update’ pack (attached at Appendix 1).

2. Recommendation

2.1. That the Board note the contents of this paper.

3. Background

3.1. Priorities identified in the Plan are grouped within several areas. This report follows that structure and provides contextual information where possible to help understand current progress against priorities.

3.2. In acknowledging that supporting management information can aid the understanding of more detailed performance against Plan measures, where relevant and required this can be made available.

3.3. A table which summarises the current position against high level performance measures is included at Appendix 1. Whilst a number of these show a statistically significant variation against challenging baselines this should be viewed in the context of a refocussing on protecting vulnerable victims. Such an approach naturally brings with it increased and accepted demand pressures; these in the context of diminishing budgets require careful prioritisation and management.

3.4. The Constabulary shows statistically improved performance around the level of Anti-Social behaviour (ASB), Organised Crime Group management (OCG), the contribution

made by the Special Constabulary and Burglary Dwelling and Racist Victim Satisfaction with service delivery. In addition the Public's Confidence in the Constabulary is statistically better than the baseline.

- 3.5. In contrast, levels of victim based crime, burglary dwelling outcome rates and domestic outcome rates are statistically worse than baseline.
- 3.6. As previously discussed, in our aspiration to 'do the right thing' and increase the focus on vulnerability, the quantitative approach included at Appendix 1 can lead to an unbalanced view of performance. A move towards a more holistic understanding of performance which will be facilitated through quarterly qualitative updates based on Key Performance Questions (KPQs), allows quantitative measures to take their place as *part* of the narrative and not the narrative in its entirety. Work continues with the Office of the Police and Crime Commissioner, with a view to working with a revised Performance Framework from April 2015.

4. Maintain Local Police Performance

Deal with local concerns¹

- 4.1. An important measure of police engagement is how well we deal with local concerns and thus meet residents expectations. The Plan identifies local confidence as a measure of success in this area. The proportion of respondents that agree *the police are dealing with the things that matter* has improved since last quarter. Data indicates that 70.6% (n=3,315) agree with the statement, this is statistically better than the baseline (68.9%) and an improvement on last quarter. Local plans continue to drive activity to improve. Local analysis supports national findings to conclude that very specific local priorities are important (and these are usually not crime related).
- 4.2. At area level there remains some variation in confidence levels, however the Constabulary's Force Performance Board (FPB) will continue to monitor results in this area.

Satisfaction with service delivery.²

- 4.3. Victim feedback is an important enabler to delivering improvements to the quality of service given by the Constabulary. Victims of crime are routinely surveyed. Satisfaction rates have deteriorated by 1.3ppts to 86.4% since the last quarterly update. Analysis suggests regular communication of police intention and activity is important to victims, and allows for realistic expectations. Data to September 2014 indicates the Constabulary performs better than peers in this area.
- 4.4. It is likely increased demand arising from a re-focus on vulnerable victims has made proactive customer focussed communication difficult to achieve in all cases. However the use of volunteers to support investigating officers is anticipated to assist with improvements in this area.

¹ Page 5 – Appendix 1

² Page 11 – Appendix 1

Increase the number of Special Constables³

- 4.5. The wider policing family is integral to modern policing and their contribution is key to achieving a safer Cambridgeshire. Increasing both the number of Special Constables together with the hours of activity they provide remains the aim.
- 4.6. The integration of Special Constables across most areas of the Constabulary's business should improve retention as a result of enhanced career development opportunities this offers. Thus, the intake of 32 in February 2015 will contribute to maintaining a number of 300, along with career development opportunities should reap rewards in the coming months.
- 4.7. The number of hours contributed by Special Constables is statistically higher than the baseline (hours worked has increased by more than 18% to 71,457 compared to the baseline). The hours worked provide valuable support across the organisation, particularly to reactive colleagues.

Call Handling⁴

- 4.8. Primary call handling for both emergency and non-emergency calls remains consistent, and allows for effective triage and prioritisation. Whilst secondary call handling performance has stabilised in recent months, this remains a pressure point with innovative solutions proposed to effect improvements. These are discussed in a separate paper to the Board.

5. Continue to tackle crime and disorder

Reduce the level of recorded crime⁵.

- 5.1. Whilst crime levels remain statistically higher than baseline, levels have stabilised since the last quarterly report and remain lower than historic levels⁶. Monthly data has seen the crime rate fall below last year's for the first time this reporting year. This could be an indication of a new 'normal' level of crime emerging following the internal and external influences of 2014.
- 5.2. The offence categories driving the uplift in offences are those affecting some of the most vulnerable victims; as such improved reporting and recording is welcomed.
- 5.3. The Constabulary's focus on crime recording continues which ensures ethical use of National Crime Recording Standards. The continued scrutiny of this area through the Crime Data Integrity group and the FPB ensures progress against recent Her Majesty's Inspectorate of Constabulary (HMIC) recommendations in this area are achieved.
- 5.4. Local Daily Management meetings provide daily scrutiny of crime increases. It is through this forum that district priorities are identified and tactics and resources

³ Page 6 – Appendix 1

⁴ Page 7 – Appendix 1

⁵ Pages 8 and 9 – Appendix 1; Police and Crime Commissioner Performance Update December 2014

⁶ Compared to the 12 months to December 2012

deployed to provide the most efficient and effective response. This ensures decision making is based on the threat, risk and harm caused in local communities.

- 5.5. Whilst local resources deal with many of these issues, where there is a need to re distribute resources the daily management meeting provides the mechanism to do this.

Reduce the perception of ASB⁷

- 5.6. The percentage of respondents who perceive high ASB in their area is low at 0.7% (n = 3,315), and has fallen further from the year end position (March 2014). Aspects of ASB remain high on the public's agenda, although the territorial area profile does vary.
- 5.7. The level of ASB reported to the Constabulary has fallen each month since July 2014, with levels at December 2014 month end statistically lower than at the baseline. Local initiatives are designed to address particular ASB issues, and the use of volunteers to assist with this is beginning to emerge.

Improve the detection⁸ rate⁹

- 5.8. A more complete picture of police activity is now available through the full suite of crime outcomes. Use of these remains under the scrutiny of the Crime Audit Team to ensure they are used appropriately.
- 5.9. The impact of the increase in crime has prevented the 'prosecution possible' outcome rate from keeping pace. Thus the rate achieved in the 12 months to December 2014 was statistically lower than the baseline. That said, the monthly rate achieved in December 2014 was better than November 2014 and comparable to both the 12 and 36 month average. Analysis shows that the charge/summons rate has improved.

Improve the management of dwelling burglary¹⁰

- 5.10. The successful management of dwelling burglary is monitored through three measures:
- Recorded Crime Rate
 - 'Prosecution Possible' Outcome Rate
 - Burglary Dwelling Victim Satisfaction Rate
- 5.11. Whilst the 'prosecution possible' outcome indicator remains statistically worse than baseline, results in December 2014 have improved considerably and were statistically higher than either the 12 or 36 month average. Whilst a proportion of these outcomes are achieved when an offender asks for offences to be taken into consideration, removing these from the calculation shows the improvement in December 2014 was

⁷ Page 10 – Appendix 1

⁸ Hereafter referred to as 'prosecution possible' outcome rate in keeping with the Home Office move to crime outcomes as opposed to 'detections'.

⁹ Refer to page 8; Police and Crime Commissioner Performance Update December 2014

¹⁰ Pages 11 -12 – Appendix 1

as a result of an increase in primary outcomes. This is particularly the case in South Cambridgeshire where the successful conclusion of an investigation into offending which spanned county borders is apparent.

- 5.12. The Burglary Dwelling victim satisfaction rate remains consistent (95.0% n = 540) and better than peers. Whilst there is some variation at district level, the level of recorded burglary remains stable (2,359 v 2,411 baseline) and lower than at last quarter end.

Asset Recovery

- 5.13. Performance reporting following the regionalisation of resources dealing with Asset Recovery will recommence in due course.

Organised Crime Groups

- 5.14. Performance relating to OCG management is monitored through two measures; the total 'harm' caused is measured and represented numerically using a national framework. The strategic intent of the Constabulary is to reduce this value within the year.
- 5.15. The first measure is an aggregate of individual harm scores for all known OCGs currently operating in Cambridgeshire. This measure recognises that effectively managing OCGs is likely to identify new groups within the year, thus the harm score may not necessarily reduce. Success in identifying new groups may increase the value.
- 5.16. Focussed disruption activity has resulted in the harm score in November 2014 remaining lower than the baseline (1341 v 1406 baseline).
- 5.17. The second measure is an indicator of efforts to disrupt and reduce the harm caused by the groups identified at the start of the plan. This 'cohort' will remain the same and therefore a reduction in harm caused by these groups is expected. Whilst the total harm caused by the original cohort has been reduced significantly (from 1406 to 902); this has increased since last quarter due to continued development work in force.

Perception of drug misuse

- 5.18. Perception of drug misuse in Cambridgeshire has fallen to 7.6% in the 12 months to December 2014. This is statistically lower than the baseline (9.0%).

6. Keeping People Safe

Improve the ratio of domestic violence incidents to prosecutions/prosecution possible outcome rate for Domestic Abuse Crime¹¹

- 6.1. The level of recorded domestic abuse continues to increase, with offence levels remaining higher than last years for the 13th consecutive month. This is to be welcomed as an indicator of an improved awareness of vulnerable people and an improvement in recording practices. However, this increase has implications on officer workloads. The impact of which is acknowledged and monitored on a monthly basis.

¹¹ Page 13 – Appendix 1 Police and Crime Commissioner Performance Update December 2014

- 6.2. Alongside the increase in reported domestic abuse is a deterioration in the prosecution possible ^[1] outcome rate. The rate in the 12 months to December 2014 was statistically lower than at the baseline; this situation has not improved since the last quarterly update. It has been acknowledged that an improvement in response times and the quality of the initial investigation are key enabling activities which influence outcome rates.
- 6.3. The Constabulary's Domestic Abuse Implementation Group is tasked to both demonstrate improvement against the national Domestic Abuse Action Plan set by the HMIC and drive up performance in this area. Monthly reporting to the Constabulary's FPB monitors activity. Specific activity around initial response and evidence gathering together with the adoption of a partnership prevention strategy aimed at vulnerable communities are all designed to improve performance in this area.
- 6.4. Analysis conducted to inform and enhance the Constabulary's approach to safeguarding has been completed. The accepted recommendations are designed to improve service delivery through enhanced understanding of vulnerability. A policing delivery structured around threat/risk/harm will ensure the right resources are focused on the vulnerable.

Improve the Hate Crime prosecution possible outcome rate/Improve the satisfaction rate of victims of Racist incidents¹²

- 6.5. Recognising that Hate Crime is an area where crime is under reported, the Constabulary's Hate Crime strategy is geared towards increasing reporting. With that in mind, the statistically higher levels of Hate Crime compared to the baseline is to be welcomed; however the detection rate has not kept pace with the increase in recording.
- 6.6. At the same time, the satisfaction of victims of racist incidents (a proxy measure for all hate crime only) is currently 80%, whilst this remains statistically comparable to the baseline it is higher than at last quarter end (78.6%; n = 95). This emerging positive reflection of victim's experiences may improve future reporting levels.

7. Maintain the Resilience of Protective Services

Reduce the number of people killed or seriously injured¹³.

- 7.1. The number of people killed or seriously injured on the roads of Cambridgeshire is comparable to the baseline at 416 for the 12 months to December 2014.

^[1] Detection Rate

¹² Pages 14 -15 – Appendix 1

¹³ Refer to page 16; Police and Crime Commissioner Performance Update December 2014

8. Other Matters

Sickness Management¹⁴

- 8.1. Police Officer sickness absence is stable whilst police staff sickness continues to increase, and is currently higher than the baseline. These figures are monitored on a routine basis as part of local Senior Management Teams and strategically at the Constabulary's People Board.

BIBLIOGRAPHY

Source Documents	BCB – PCC Performance Update – January 2015 – Appendix 1
Contact Officer	Susan Ratcliffe, Head of Performance, Corporate Development Department, Cambridgeshire Constabulary

¹⁴ Page 17 – Appendix 1

Annex 1 – Strategic Dashboard

Maintain Local Police Performance	Current Month	Dec-13	Dec-12	Dec-11	Current v 1yr avg	Current v 3yr avg	Rolling 12 months	Baseline	Perfv Benchmark	MSF
Dealing with Local Concerns	73.8%	71.7%	68.2%	72.2%	Higher	Higher	70.6%	68.9%	Higher	Comparable
Satisfaction with Service Delivery	87.2%	89.0%	85.6%	80.0%	Comparable	Comparable	86.4%	89.0%	Lower	Higher
Special Constabulary - N ^o of Officers	276	283	-	-	-	-	276	284	Below target	-
Special Constabulary - N ^o of Hours worked	6,117	4,359	5,241	-	Higher	-	71,457	60,276	Higher	-
999 calls answered within 10 seconds	94.3%	97.0%	95.8%	93.6%	Comparable	Comparable	95.1%	96.7%	Comparable	-
Non-emergency calls answered within 30 seconds*	95.7%	95.7%	94.2%	83.7%	Comparable	Higher	94.3%	94.4%	Comparable	-
Continue to tackle Crime and Disorder	Current Month	Dec-13	Dec-12	Dec-11	Current v 1yr avg	Current v 3yr avg	Rolling 12 months	Baseline	Perfv Benchmark	MSF
All Recorded Crime	3,555	3,689	3,525	3,980	Comparable	Comparable	46,130	43,970	Higher	Higher
Victim-Based Crime	3,150	3,315	3,047	3,411	Comparable	Comparable	41,320	39,225	Higher	Higher
Perception of high ASB	1.2%	0.0%	0.3%	1.3%	Comparable	Comparable	0.7%	0.9%	Comparable	-
Anti-social behaviour	1,540	1,742	1,945	2,183	Lower	Lower	25,633	27,251	Lower	-
All Crime Detection Rate	27.7%	29.5%	31.4%	31.2%	Comparable	Comparable	26.2%	29.4%	Lower	Comparable
Satisfaction with Service Delivery - Burglary Dwelling	97.8%	95.6%	96.9%	83.3%	Comparable	Comparable	95.0%	94.6%	Comparable	Higher
Burglary Dwelling	219	284	227	244	Comparable	Comparable	2,359	2,411	Comparable	Higher
Burglary Dwelling Detection Rate	23.7%	11.6%	17.2%	18.0%	Higher	Higher	13.8%	19.8%	Lower	Comparable
Asset Recovery (data currently unavailable)										
Harm caused by all known OCGs operating in Cambs**	63.9	59.7	-	-	Comparable	-	1,341	1,406	Comparable	-
Harm caused by cohort of OCGs identified at year end**	41.0	n/a	n/a	n/a	Lower	n/a	902	1,406	Lower	-
Perception of Drug Misuse	11.3%	6.1%	12.8%	15.7%	Higher	Comparable	7.6%	9.0%	Lower	-
Keeping People Safe	Current Month	Dec-13	Dec-12	Dec-11	Current v 1yr avg	Current v 3yr avg	Rolling 12 months	Baseline	Perfv Benchmark	MSF
Ratio of DV Incidents to Prosecutions										
Detection Rate for Domestic Abuse Crime	32.8%	42.7%	49.5%	43.0%	Lower	Lower	37.5%	44.8%	Lower	-
IOM (% of people who reoffend within 12 months)										
IOM (N ^o of people who commit offences on the scheme)										
Hate Crime Detection Rate	17.5%	37.0%	56.5%	65.0%	Lower	Lower	31.3%	45.5%	Lower	-
Satisfaction with Service Delivery - Racist Incidents	100.0%	75.0%	75.0%	91.7%	Higher	Higher	80.0%	78.9%	Comparable	Lower
Maintain the resilience of protective services	Current Month	Sep-13	Sep-12	Sep-11	Current v 1yr avg	Current v 3yr avg	Rolling 12 months	Baseline	Perfv Benchmark	MSF
Reduce KSI Road Casualties	29	38	42	40	Comparable	Comparable	416	418	Comparable	Comparable
Organisational Health	Current Month	Dec-13	Dec-12	Dec-11	Current v 1yr avg	Current v 3yr avg	Rolling 12 months	Baseline	Perfv Benchmark	MSF
Sickness - Police Officer	0.6	0.6	0.6	0.7	Higher	Comparable	6.0	5.9		Below national average
Sickness - Police Staff	1.0	0.6	0.8	0.7	Higher	Higher	8.8	7.0		Above national average