



To: Business Coordination Board

From: Chief Constable

Date: 26 May 2016

PERFORMANCE UPDATE – 12 MONTHS TO MARCH 2016

1. Purpose

1.1 The purpose of this paper is to provide a performance update to the Business Coordination Board (“the Board”) on Cambridgeshire Constabulary’s (“the Constabulary”) performance against the priorities identified in the Police and Crime Commissioner’s (“the Commissioner”) Police and Crime Plan (“the Plan”) in the 12 months to March 2016.

2. Recommendation

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

3. Background

3.1 In cognisance of the reporting mechanism agreed to support the revised performance framework¹; this report will focus on the Plan outcomes, however, will necessarily pay due regard to both the measures and the qualitative context. The report will cover objectives 1, 3 and 4.

¹ BCB March 2015 Action 4

3.2 Delivering policing within the available budget (objective 2) is monitored through the Finance Subgroup. Maintain the resilience of protective services (objective 5) is monitored through Strategic Alliance governance processes.

4. Maintain Local Police Performance – Objective 1 (12 months data to 31st March 2016)

4.1 **Although 999 call demand** has increased this year, call handling times have remained comparable to last year despite increased levels of sickness. A similar picture is seen in non-emergency call handling, albeit, demand has not increased to the same degree.

4.2 Whilst secondary call handling continues to present challenges, there has been some improvement in waiting times. The Constabulary remains committed to driving up efficiencies through the use of technology with the voice recognition system going live on 7th March. The Force Performance Board is due to receive an update from the BCH² Strategic Lead for Contact Management in June.

4.3 **Enhancing operational policing resources through the use of volunteers (special constabulary) remains a key aim.** Although the Constabulary failed to achieve the aspirational establishment of 300 special constables in the year, the average hours worked per duty by each special constable has remained at c7 for most of the year. As a consequence, the contribution (in hours) made toward operational business has remained statistically comparable to last year.

4.4 Whilst recruitment remains challenging, a refocused recruitment strategy has brought forward an increased number of applicants in the first quarter of 2016. The focus will remain on promoting Cambridgeshire Constabulary as the organisation of choice for potential volunteers.³

4.5 **The Public's confidence** in the Constabulary significantly improved when compared to last year, with 74.3% of respondents% (n = 3593) agreeing that the police are dealing with the things that matter to people in the local area⁴. Although results are variable across policing areas, East Cambridgeshire and Fenland achieved a significant improvement.

4.6 **Victim satisfaction with the overall service they received** remained comparable to last year at 86.4% (n=1770). Cambridgeshire's victim satisfaction levels remained statistically better than the most similar group of forces (in the 12 months to December). In acknowledging the service delivery challenges around delivering police initiated victim contact, the Victim and Witness Service improvement Group is to drive through improvements in victim care standards; success will be monitored through satisfaction data, with particular attention paid to victim satisfaction with follow up.⁵This group is due to report into the Force Performance Board in May.

5. Continue to Tackle Crime and Disorder – Objective 3 (12 months data to March 2016)

5.1 **The public's perception of Anti-Social Behaviour (ASB)** in the 12 months to March 2016 remained comparable to last year (0.8% n = 3606). Fenland has seen a significant

² Bedfordshire, Cambridgeshire, Hertfordshire Strategic Alliance

³ Action 7; Force Performance Board January 2016

⁴ Force Performance Review (year-end) April 2016 p2

⁵ Force Performance Review (year-end) April 2016 p 3

increase in perception, albeit this reflects a low number of respondents (1.7% n = 603), with the local response tailored around increased patrols and better use of social media to ensure communities remain informed of operational activity⁶. At the same time reported incidents of ASB (to the police) fell significantly (22,613 v 24,582), with all local areas reflecting this. Towards the end of November, the Victims' Hub began offering support to high and medium risk victims of ASB.

- 5.2 **All crime⁷ levels have** seen some stability emerge in the last 3 months, although over the longer term levels remain statistically higher compared to the year-end benchmark. A similar picture has emerged for Victim Based Crime. The Cambridgeshire all crime rate remains higher than the most similar group of forces although lower than the national and regional rates⁸.
- 5.3 The Constabulary **crime profile continues** to reflect an increasing proportion of violence (driven by without injury offences); a c20% increase in violent offences (excluding domestic and serious sexual offences) has emerged against a c1% increase in incidents relating to violence. Whilst this supports the influence of improved national crime recording standards as the greatest driver for increases in this crime type; there are local variances. Peterborough has recently commissioned analysis of the external factors impacting on violent crime levels. This has provided an evidence base through which to drive improvements through the Safer Peterborough Partnership which has been shared with the Office of the Police and Crime Commissioner.
- 5.4 Recent analysis of external influences on prevalence of theft offences in Peterborough and Cambridge City (where the change was most apparent in recent months) concluded that the increases were driven by offender activity. A supplementary proposal to develop the intelligence picture around 'handling (of stolen goods) activity has led to increased scrutiny around this area of business. This particularly relates to the movement of handling activity away from traditional methods to exploiting the use of social media. A further update on the organisations response to this is due at Force Performance Board in the coming months.⁹
- 5.5 The **all crime prosecution possible outcome rate** in the 12 months to March 2016 remained statistically worse than last year at 20.4%. The Constabulary acknowledges that improvement is slow to emerge, and is in the process of instigating Project Sherlock in a bid to drive up performance in this area, in an ethical and sustainable way.
- 5.6 **Burglary Dwelling** crime levels were comparable to the year-end position in the 12 months to March (2,366 v 2,412). The previously reported increases in Peterborough have now abated, with levels in February and March falling below last years. Cambridgeshire crime *rates* (to December 2015) were lower than the national and regional, however, higher than the most similar group of forces.¹⁰ Operation Hunter remains in place, with the focus firmly on reducing crime, improving service delivery

⁶ Local Policing Performance Update; Area Commander April 2016

⁷ 'All Crime' as per home Office Crime Tree category which reflects all recordable crime

⁸ Cambridgeshire 57.90, MSG 55.49, Regional 58.04, National 62.36; Data period 12 months to December 2015

⁹ Action 12; Force Performance Board March 2016.

¹⁰ Cambridgeshire 2.91, National 3.25, Regional 2.97, MSG 2.26; data period 12 months to December 2015

and bringing offenders to justice. The Force Performance Board retains oversight of this operation.

- 5.7 **The prosecution possible burglary dwelling outcome rate** was comparable to last year at year end (10.4% v 11.3%), this progress emerged from improvements in the discrete month rates when compared to last year (since January). The renewed focus on investigative activity through Project Sherlock, together with the operational focus of (Operation) Hunter is designed to deliver ethical and sustained improvements in the coming months.
- 5.8 **Burglary victim satisfaction** was comparable to last year in the 12 months to March (91.8% n=524). The Victim and Witness Improvement group has been convened in order to drive up victim care standards with an update from this group due at Force Performance Board in May.
- 5.9 **The Constabulary** remains committed to tackling **Organised Crime Groups (OCGs)** in its aim to protect the public. Whilst measures relating to OCG's are fluid influenced heavily by proactive tactical activity; the total harm caused by these groups was significantly lower in the year ending March 2016 compared to last year. The recent HMIC Peel Inspection identified that local areas needed to demonstrate a better understanding of OCG's operating in their area, thus the Force Performance Board has asked for an update on progress against this in May, from the Chair of the Operational Review Panel where progress towards HMIC recommendations is monitored.
- 5.10 The public's **perception of drug misuse** in Cambridgeshire was significantly higher at year end than last year (11.4% n = 3,593 v 8.8% n = 3,533); with all areas reflecting this performance change. As a result of public feedback, the Peterborough local priorities reflect this concern.

6. Keeping People Safe – Objective 4 (12 months data to 31st December 2015)

- 6.1 The Constabulary prioritises the protection of the most vulnerable people in our communities, especially those at risk of domestic abuse. Multi Agency Safeguarding is delivered via a partnership response through the Multi Agency Safeguarding Hub (MASH). The widening of the remit of the Integrated Offender Management (IOM) scheme, to cover domestic abuse perpetrators has resulted in the creation of the Domestic Violence Perpetrator Panel (DVPP).
- 6.2 The DVPP began in September 2015 following extensive national research into the types of interventions most likely to succeed in changing perpetrator behaviour and therefore keeping victims (of abuse) safe. Through delivering a co-ordinated partnership ¹¹response to domestic abuse perpetrators designed around their needs opportunities for reducing demand and keeping victims safe are maximised¹².
- 6.3 Scrutiny of **Domestic incident response** times remains a priority in all local areas in order to drive progress. Response to the higher priority incidents remains acceptable, and whilst prompt grade performance is variable, there have been improvements in

¹¹ including Police, Inclusion drug and alcohol services, IOM, Family Intervention Programme, IDVAs, BeNCH

¹² Source; Det Insp Baillie , Public Protection Department

recent months. The focus will remain on this area of business in the coming months in order that further improvements are made where appropriate.

- 6.4 In the year to March 2016, **domestic crime** was significantly higher than last year, with crime continuing on an upward trajectory. Incident levels (public calls for service relating to domestic abuse) have remained stable year on year whilst crime has increased by 17% (n= 4901); this is evidence of the impact of a drive towards improved National Crime Recording Standard (NCRS) compliance. Over half of the investigative demand from domestic abuse is dealt with by public protection resources, where the Multi Agency Safeguarding Hub delivers safeguarding through partnership working.
- 6.5 At the same time as increased recorded crime, the **prosecution possible outcome rate for Domestic Abuse** crime was significantly lower than last year (31.1% v 35.3%); however, those crimes investigated by specialist resources (the higher risk victims) did see a significant improvement in outcome rates compared to last year.
- 6.6 The Constabulary continues to focus on improvement in its response to **hate crime**; levels of reported crime have increased significantly year on year with an established upward trend observed. Whilst the **prosecution possible outcome** rate has remained stable year on year, wider crime outcome data indicates a greater proportion of victims are not wanting to support police action. This adds support to the anecdotal evidence local officer's report whereby victims are often seeking practical solutions to the issue rather than a criminal justice outcome.
- 6.7 The **satisfaction rate for victims of hate crime** (with the overall service provided) in the 12 months to March was 85.4%. Following the national stance aimed at gauging the experience of a wider range of hate crime victims, the survey cohort was widened to include victims with other protected characteristics thus comparisons to last year are not advisable at this point.
- 6.8 The Cambridgeshire and Peterborough **Integrated Offender Management (IOM)** scheme follows a set of principles to effectively manage offenders and reduce reoffending. The recent update to the Force Performance Board ¹³ has reported the current challenge for the IOM partnership is the integration of the Community Rehabilitation Company (CRC). Working through these challenges remains a key priority, with the identification of solutions being driven through both the Cambridgeshire Criminal Justice Offender Group and the Police and Crime Commissioner.

7. Organisational Health

- 7.1 **Police officer sickness** remained below the national average at year end, with an average of 7.6 days lost per officer; conversely, **police staff sickness** was above the national average at 10.9 days lost per member of staff.
- 7.2 Recent media attention has highlighted the emergence of police officer stress related sickness; in Cambridgeshire, 31.4% of officer sickness in the recent year was due to

¹³ Action 9; IOM Update; Force Performance Board February 2016

‘psychological disorders’¹⁴. Whilst a lower proportion of sickness is recorded in this category for police staff, the performance trajectory is nonetheless upwards¹⁵.

7.3 The Force Executive Board signed off the Bedfordshire, Cambridgeshire and Hertfordshire (BCH) Workforce Health and Wellbeing Strategy in May. This is a strategy designed to align the BCH alliance with the national sign up to the Public Health England (PHE) Workplace wellbeing Charter (WWC). This focus on wellbeing has benefits to both our people and the organisation. A proactive focus on wellbeing can reduce the cost of absence as well as improve the commitment, morale, performance and productivity of our workforce.¹⁶

7.4 **Sickness absence** is managed through local team senior management meetings; and at a strategic level will be managed through the Collaborated People Board.

8. Recommendation

8.1 The Board is invited to note the contents of the report.

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Bibliography	
Page 1	BCB March 2015 Action 4
Page 2	Action 7; Force Performance Board Special Constabulary Strategic Update, January 2016
Page 2	Force Performance Review (year-end) April 2016 , p2
Page 2	Force Performance Review (year-end) April 2016, p5
Page 6	Force Performance Review (year-end) April 2016, p6
Page 6	Agenda Item 2; Force Executive Board ; 3 rd May 2016

¹⁴ Compared to 18.1% in 2014, and 26.2% in 2015

¹⁵ 2014: 19.0%, 2015: 21.8%, 2016: 28.6%

¹⁶ Agenda Item 2; Force Executive board ; 3rd May 2016