



Creating a safer  
**Cambridgeshire**

**To:** Business Coordination Board

**From:** Chief Constable

**Date:** 11 August 2016

## PERFORMANCE UPDATE – 12 MONTHS TO June 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 June 2016. Acknowledging “the plan” will change in the coming months to reflect the work currently underway in the Office of the Police and Crime Commissioner (OPCC)

### 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 framework<sup>1</sup>; 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.

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.

---

<sup>1</sup> BCB March 2015 Action 4

#### **4. Maintain Local Police Performance – Objective 1 (12 months data to 30<sup>th</sup> June 2016)**

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

4.2 Primary call handling (101) improved in June, against an increased level of demand; c95% of calls were answered within the 30 second aspiration, a marginal improvement in wait times was also observed. This indicates the majority of calls are answered and subject to an initial triage quickly, allowing calls of an emergency nature to be prioritised and routed accordingly.

4.3 Secondary Call Handling (101) still presents some challenges, however, despite increased demand there has been improvement in call wait times. In June 10% of callers opted for a call back via the queue buster system. All vacancies in the Police Service Centre have now been filled with candidates currently going through pre-employment checks. It is likely to take 3 to 6 months to get new recruits up to the required call handling standard.

4.4 **Enhancing operational policing resources through the use of volunteers (special constabulary) remains a key aim.** Whilst the Special Constabulary establishment has yet to reach the aspirational 300 level, c70% of specials worked in June. This is an improvement on recent months with an increase in the number of hours and duties worked across the organisation. One third of hours contributed by special constables remain committed to front line duties<sup>2</sup> in support of local area priorities; in addition, the special Constabulary supported the National Specials Weekend this month. Recruitment remains challenging, with only 26 new Special Constable's recruited in the 2015 calendar year; that said, the first four months of 2016 has seen an improvement, with an intake of 45 thus far<sup>3</sup>.

4.5 **The Public's confidence** in the Constabulary remained stable in the 12 months to June, with 73.6% (n = 3312) agreeing that the police are dealing with the things that matter to people in the local area<sup>4</sup>. Although results are variable across policing areas, Fenland has seen a significant deterioration emerge in recent months. Feedback from survey respondents indicate changing communities are influencing public confidence, with a

---

<sup>2</sup> Neighbourhood Policing, Reactive duties, Operations and Events, Night time Economy

<sup>3</sup> January to April 2016

<sup>4</sup> Policing in Cambridgeshire Survey Results

desire for an increase in visible policing a common comment; area resources remain alert to public opinion on this matter.

- 4.6 **Victim satisfaction with the overall service they received** has remained stable in the recent months (86% n= 1,767), with no significant trend emerging. Results vary across territorial areas. Maintaining proactive communication with victims remains a challenge. The recently implemented Project Sherlock has victim needs at its core, thus improvements in this indicator should be evident in the coming months. Of particular note is the downward trend in satisfaction for victims of hate crime, the organisational response to this will be considered at the August Force Performance Management Meeting.
- 4.7 The Victim and Witness Hub went live on 13th June 2016; this expands the work of the Hub to provide support to witnesses through the criminal justice process. This then benefits victims by ensuring their case has the best possible opportunity to proceed. The Victim and Witness Improvement group remains in place in order to drive up victim care standards.
5. **Continue to Tackle Crime and Disorder – Objective 3 (12 months data to June 2016)**
- 5.1 **The public’s perception of Anti-Social Behaviour (ASB)** in the 12 months to June 2016 remains low and comparable to last year (0.9% n = 3,325). At the same time reported incidents of ASB (to the police) were comparable to the year-end position, broadly speaking all areas reflect this. The recent month (June) has seen the anticipated seasonal upturn emerge.
- 5.2 **Whilst some stability in all crime<sup>5</sup> levels have emerged in recent months;** the volume of crime remains significantly higher than seen last year, with the gap widening. That said, in the recent Office for National Statistics data release<sup>6</sup>, Cambridgeshire crime *rates* per thousand population (58.6) remained lower than both the regional (59.3) and the national (67.8). Violent crime continues to be the influencing crime category, this includes domestic abuse and serious sexual offences. Of note, an established upward trend in Hate crime is now apparent with levels significantly higher than the year end benchmark; local context acknowledges the potential influence of the EU referendum however, also highlights the influence of victim’s confidence to report as some of the increase predated the referendum outcome.
- 5.3 In the 12 months to 30<sup>th</sup> June, the **all crime prosecution possible rate** increased marginally to 20.9%; with most areas contributing to this improvement. The launch of Project Sherlock In June will drive improvements in investigative capability and thus outcome performance in the coming months.

---

<sup>5</sup> ‘All Crime’ as per home Office Crime Tree category which reflects all recordable crime

<sup>6</sup> 12 months to March 2016 data

- 5.4 **Burglary Dwelling** crime levels remain comparable to the year-end position in the 12 months to June (2,296 v 2,338) with discrete month levels remaining below last years for the 5<sup>th</sup> consecutive month. Cambridgeshire crime *rates* <sup>7</sup>(to March 2016) were lower than the national and regional<sup>8</sup>. Operation Hunter remains in place, with the focus firmly on reducing crime, improving service delivery and bringing offenders to justice. The Force Performance Board retains final oversight of this operation.
- 5.5 **The burglary dwelling prosecution possible outcome rate** in the 12 months to June was 11.4%, an improvement on the year-end position of 10.4%. 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.
- 5.6 **Burglary victim satisfaction** has improved to 91.4% in the 12 months to June (n = 522) driven by month on month improvements since April.
- 5.7 **Organised Crime Groups (OCG's) have been identified as a cross cutting theme for the organisation; and thus** remain a priority in its aim to protect the public. Measures relating to OCG's are influenced heavily by proactive tactical activity; whilst the year ending March 2016 saw a significant reduction in the harm caused by these groups, in the quarter since then the harm score has remained stable.
- 5.8 In response to a recent HMIC recommendation the OCG model refocussed the need for local ownership; this has improved awareness across neighbourhood teams and their involvement in disruption activity. To supplement this, the Constabulary has raised the organised crime local profiles with partners through the Community Safety Officer Group to support coordinated work through the safety partnerships. In addition a force tactical advisor has been appointed to properly assess local policing awareness, review supporting practises, processes, procedures and identify any specific areas for improvement<sup>9</sup>

## 6. Keeping People Safe – Objective 4 (12 months data to 31<sup>st</sup> December 2015)

- 6.1 The Constabulary prioritises the protection of the most vulnerable people in our communities, especially those at risk of domestic abuse. **Safeguarding** is delivered via a partnership response through the Multi Agency Safeguarding Hub (MASH).
- 6.2 The Domestic Violence Perpetrator Panel (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. The DVPP will only act where it is confident the risk to the victim and others will not be

---

<sup>7</sup> Per 1,000 population

<sup>8</sup> Cambridgeshire 2.8, National 3.4, Regional 2.9, data period 12 months to March 2016

<sup>9</sup> OCG update Force Performance Management Meeting July 2016

heightened. To date there have been 5 meetings and 38 perpetrators have been discussed with appropriate actions coming out of the meeting to a range of agencies. The programme has been running a number of months now, however is yet to undergo a full review; funding is currently not available for this initiative, and thus the work relies on the goodwill of a number of agencies.<sup>10</sup>

- 6.3 **Domestic incident response** times remains a priority in all local areas in order to drive performance improvements. Reassuringly, response to the higher priority incidents remains acceptable, however, resourcing prompt response incidents within the desired golden hour remains a challenge. The significant increase in prompt graded incidents, combined with increasing sickness levels in territorial policing areas are likely to be influencing factors. The Assistant Chief Constable has requested that work is completed to explore ways in which demand can be diverted away from front line response officers at times when demand outstrips resources available<sup>11</sup>; thus providing opportunities for improving response times. The recommendations from this work are due to be discussed at the forthcoming Force Performance Management Meeting.
- 6.4 **Domestic Abuse recorded crime** continues on an upward trend and remains significantly higher than at year end (5,162); however, crime has increased at a faster rate than public calls for service relating to domestic abuse (which have remained relatively stable), thus reinforcing the impact of improved NCRS compliance continues. Territorial policing areas are now dealing with an increasing proportion of the investigative demand<sup>12</sup> albeit June saw this abate somewhat.
- 6.5 The domestic abuse **prosecution possible outcome** rate remained stable at 31% in the 12 months to June; this is statistically comparable to the year-end measure, however the June rate (26.8%) remains lower than the same point last year. The Constabulary acknowledges performance is slow to improve across both specialist and non-specialist resources. All areas of service delivery relating to these vulnerable victims are currently subject to increased scrutiny, with tactical activity focused on driving through improved suspect management in the coming weeks.
- 6.6 Whilst the arrest rate (per 100 DA crimes) appears slow to improve, with monthly arrest rates deteriorating since April; the accuracy of this measure has been tested and the early indications are that poor data capture has potentially led to a significant level of under recording; remedial action has now been put in place.
- 6.7 A strategic update on the work and challenges faced by the Cambridgeshire and Peterborough **Integrated Offender Management (IOM)** scheme is due at the force

---

<sup>10</sup> Action 7; Force Performance Board May 2016 Domestic Abuse Strategic Update

<sup>11</sup> Action 2, Force Performance management Meeting July 2016

<sup>12</sup> Non Specialist Resources dealt with the following investigation demand arising from DA; Jan = 38%, Feb = 41%, Mar = 44%, Apr = 54%, May = 54%, Jun = 49%

Performance Management Meeting in August, thus will be included in the next quarterly report to the board.

**7. Organisational Health**

- 7.1 At constabulary level, **police officer** sickness continues to increase, with an average of 8.0 days lost per officer in the 12 months to June; this is notably higher than at the same point last year when an average of 6.5 days were lost although remains lower than the national average. In contrast, whilst higher than police officer sickness and the national average, **police staff sickness** has remained relatively stable over the last 3 reporting periods, with an average of 10.2 days lost per staff member in the 12 months to June.
- 7.2 Sickness absence is managed through local team senior management meetings; and at a strategic level will be managed through the Collaborated People Board.
- 7.3 There has been recent media attention to **Police Officer fitness** levels; with Cambridgeshire levels in line with the regional average (97.1% v 97.4%) and marginally lower than the national average (98%).

<b>Contact Officer</b>	Head of Performance; Sue Ratcliffe, Corporate Development Department, Force Headquarters
------------------------	--

<b>Bibliography</b>	
Page 1	BCB March 2015 Action 4
Page 2	Policing in Cambridgeshire Survey June 2016
Page 4	ONS Data Release July 2016
Page 4	Organised Crime Groups; Strategic Update Force Performance Management Meeting July 2016
Page 5	Action 7; Force Performance Board May 2016 Force Performance Review (year-end) April 2016, p5
Page 5	Action 2; Force Performance Management Meeting July 2016
Page 5	Force Performance Review July 2016; p4