



To: Business Coordination Board

From: Chief Constable

Date: 25 February 2016

PERFORMANCE UPDATE – 12 MONTHS TO DECEMBER 2015

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 December 2015.

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.

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.

¹ BCB March 2015 Action 4

4. **Maintain Local Police Performance – Objective 1 (12 months data to 31st December 2015)**

- 4.1 **An effective response** to public calls for help is achieved through a call handling facility which responds to the public's prioritisation of their call (either through using 999 or 101). The volume of incoming 999 and 101 calls remained above the monthly average recorded over the preceding 12 months; a month on month increase in 999 and a fall in 101 call volumes is apparent in December. Following improvement, the grade of service for 101 calls remains consistent month on month. Although secondary call handling continued to present challenges, both the emergency and primary non-emergency call handling grade of service remained statistically comparable to the year-end position.
- 4.2 Contact Management continues to effectively manage demand and risk by striving to improve the quality of resource response through mentoring and training as well as introducing technologies to drive up efficiency. Acknowledging that specific pressures remain in Contact Management, it is anticipated that successful recent recruitment drives will positively impact on service delivery.²
- 4.3 **Enhancing operational policing resources** through the use of volunteers (special constabulary) remains a key aim. The Constabulary remains committed to the Commissioner's pledge, to increase the Special Constabulary establishment to 300 by the end of the reporting year. Whilst there has been a down turn in the number of hours worked, a new intake, commencing training in January, is a positive indication that the revised recruitment strategy is working.
- 4.4 The Special Constabulary's aim of becoming fully embedded within Cambridgeshire Constabulary has gained pace; duties are aligned to regular shifts and ownership of specific policing problems is being adopted. This additional support will foster improvements in efficiency and effectiveness in achieving force priorities.
- 4.5 **The Public's confidence** that the police are dealing with the things that matter to people in the local area has remained stable at 73.7% ³ (n = 3576) compared to last quarter end; and remains statistically higher than the year-end position. Results are variable across policing areas. A desire for a visible police presence in their area remains high on the public agenda, featuring in the top three themes across all areas. Whilst this will be achieved as a result of the investment in technology, it is unlikely to result in a more visible police presence in those areas where crime / anti-social behaviour is absent or low. Thus managing public expectations must continue to be the aim.
- 4.6 **Victim satisfaction with the overall service they received** remained high in the 12 months to December 85.8% (n= 1778) and consistent with levels seen at the end of September. Cambridgeshire victim satisfaction levels remained statistically better than the most similar group of forces (in the 12 months to September). There are some emerging concerns around service delivery, particularly in relation to police-initiated contact with victims which underpins a victim-centred service delivery, a key focus of the organisation.⁴ With this in mind, the Force Performance Board has tasked activity

² Action 12, Force Performance Board Call Handling Strategic Update, November 2015.

³ Force Performance Review January 2016, p. 2.

⁴ Abid 3, p. 2.

to head of local policing to ensure officers are well versed in how to improve victim satisfaction by improving communication skills; and the investigation scrutiny group will focus on victim service in the coming months.

5. Continue to Tackle Crime and Disorder – Objective 3 (12 months data to 31st December 2015)

- 5.1 The public's **perception of high anti-social behaviour** in their area remained low in the 12 months to December, and was significantly improved on the position at the 12 months ending March 2015. Police recorded **Anti-Social Behaviour (ASB)** in the 12 months to December remained statistically lower than the year end position, the fall in the monthly level following the expected seasonal pattern. Towards the end of November, the Victims' Hub began offering support to high and medium risk victims of ASB.
- 5.2 Community Safety Partnership meetings are well-established and support the Constabulary's commitment to tackling ASB from a partnership perspective. The representation of other agencies at Community Safety Partnership meetings is variable across the county; with health services remaining the most difficult to engage with due to information sharing barriers.⁵
- 5.3 **Victim Based Crime** levels have seen some stability emerge over the last three months, although over the longer term remain statistically higher compared to the year-end benchmark. Crime *rates* in Cambridgeshire remained higher than the most similar group of forces, and the regional, however remained lower than the national⁶.
- 5.4 While the Constabulary **crime profile continues** to reflect an increasing proportion of violence against a reducing proportion of theft; a subtle shift is evident in two specific areas; Cambridge City and Peterborough. This is being driven by a rise in burglary dwelling, burglary non-dwelling, shoplifting and vehicle crime.⁷ The most recent Force Performance Board has requested analysis of this issue on order to provide a better understanding of the external drivers and thus identify opportunities for crime reduction.
- 5.5 Whilst there has been a notable year on year increase in crime, the overall level of police recorded **cyber-related crime** currently remains low in Cambridgeshire and any changes depend on whether the type of crime reported meets the Home Office Crime recording criteria.⁸ Data in the period October 2014 to September 2015 indicates c39% of cybercrime related to harassment, c30% to sexual activity and c19% to fraud.⁹
- 5.6 Cambridgeshire **Knife and Sharp Instrument** crime levels have increased (in the 12 months to December). Previous Force Performance Boards have considered this issue with some reassurance provided by the tactical and partnership activity in place; however, the most recent Local Policing Performance Review Meeting has requested

⁵ Action 6; ASB Strategic Update January 2016

⁶ In the 12 months to September 2015.

⁷ Local Policing Performance Review, January 2016, p. 3.

⁸ https://www.gov.uk/government/uploads/system/uploads/attachment_data/file/246749/horr75-summary.pdf (accessed 22/01/2016 13:35).

⁹ Source; *Cybercrime problem profile November 2015; volumes identified through text searches and crimefile marker*

an analysis of external influences in order to better understand this issue and identify opportunities for crime reduction.

- 5.7 The **all crime prosecution possible outcome rate** remained lower than the year end position (in the 12 months to December 2015) and marginally lower than that achieved in the 12 months to September; the rate achieved for crimes where a 'vulnerability' marker is present is marginally higher than the 'all victim' rate (21.7% v 20.3%). The work of the investigation review team is currently focussed on forensic recovery, ensuring that all opportunities for a victim focused outcome are exploited; the emphasis at the moment is on Burglary dwelling.
- 5.8 **Burglary Dwelling** crime levels were comparable to the year-end position in the 12 months to December (2,418 v 2,296). However, in recent months, particularly in Peterborough, the volume of crime has increased. Cambridgeshire crime *rates* (to September) remain lower than the national and regional. Operation Hunter has been implemented with the aim of reducing crime levels, improving service delivery and bringing offenders to justice. Governance of this operation remains good, with final oversight facilitated through the Force Performance Board.
- 5.9 **The prosecution possible burglary dwelling outcome rate** remains statistically lower than in the 12 months to December compared to year end (8.0% v 11.3%) and lower than the rate achieved in the 12 months to September. The renewed focus through Operation Hunter, together with improved governance will positively impact on the overall prosecution possible outcome rate in the months ahead. The work of the investigation review team is currently focussed on forensic recovery, ensuring that all opportunities for a victim focused outcome are exploited.
- 5.10 **Whilst Burglary victim satisfaction** is relatively high (compared to other victims) current rates remain statistically lower than at year end, 91.3% (n = 531); having deteriorated from the level in September 2015 (92.9%). Fostering officers' understanding of the importance of effective police-led communication with victims is fundamental in improving victim satisfaction.
- 5.11 The Constabulary remains committed to tackling **Organised Crime Groups** (OCGs) in its aim to protect the public. Whilst the total harm caused by OCG's operating in Cambridgeshire increased in December (and was higher than September's position), the longer term harm picture remains statistically lower than at year end. This is a fluid measure influenced heavily by proactive tactical activity. Reassurance should be taken from the Force's establishment of an effective management framework around OCGs¹⁰, which was graded 'good' in the recent HMIC Peel Inspection.

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. **Safeguarding** is delivered via a partnership response through the Multi Agency Safeguarding Hub (MASH). While originally implemented to reduce reoffending for serious acquisitive crime, it is recognised that this does not fully reflect force priorities. In conjunction with partnership working, a pilot introducing domestic abuse perpetrators into the IOM

¹⁰ Action 13; Force Performance Board August 2015

cohort will be commenced in Cambridge.¹¹ The next strategic update is due at the Force Performance Board in February, thus will be reported in the next BCB update.

- 6.2 Scrutiny of **Domestic incident response** times remains a priority in all local areas in order to drive progress. Marginal improvements have been achieved in both 'immediate' and 'prompt' graded incident attendance times compared to September. The implementation of a Domestic Abuse Response Team in Peterborough which seeks to deploy specialist resources whenever possible to incidents of domestic abuse, is bringing steady improvements in this area. This principle is being considered in other local policing areas, the implementation of which will be monitored through the local policing performance review meeting.
- 6.3 Whilst reports of domestic abuse have remained consistent in the 12 months to December (compared to the year-end), the volume of **domestic abuse crime** increased by 11%. This indicates that the *greatest* influence on increasing crime levels is improved recording practises rather than a rise in offending. While an increase in the number of reports of domestic abuse in December compared to November is a trend seen in previous years, it may also be an indication that messaging from November's Get Closer campaign has been positively received and acted upon.
- 6.4 The **domestic abuse prosecution possible outcome rate** has fallen since September and remains statistically lower in the 12 months to December than at year end (31.1% v 35.3%). It is anticipated that the strategic activity led by the Public Protection Department (PPD), in response to the recent HMIC inspection, will result in improvements to the outcome rate.
- 6.5 The Constabulary continues to focus on improvement in its response to **hate crime**, victims of which are among the most vulnerable in society; prevention, increasing confidence and access to reporting and improving operational response are key to this. Increases in recorded crime in the 12 months to December 2015 (levels are statistically higher than at year end) may be indicative of improved confidence in reporting hate crime to the police. Whilst, there are signs of a deterioration in outcome rates, there is some evidence that victims do not always support action; this concurs with local area opinion that some victims do not wish to pursue a criminal justice outcome, instead preferring to be offered alternative assistance.
- 6.6 The Constabulary strives to improve service delivery to victims, which in turn provides satisfaction and reassurance to victims and positively influences public confidence and their willingness to report crime. The **satisfaction of victims of hate crime** (with the overall service provided) in the 12 months to December 2015 remains comparable to last year at 83.3% (n = 96), and is improved compared to September 2015. 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 possible at this time.
- 6.7 The Cambridgeshire and Peterborough **Integrated Offender Management (IOM)** scheme follows a set of principles to effectively manage offenders and reduce reoffending. A strategic update is due at the Force Performance Board in February, thus a further update will come to BCB next quarter.

¹¹ Action 10, Force Performance Board IOM Strategic Update, November 2015, p. 3.

7. Organisational Health

- 7.1 While **police officer sickness** remains below the national average, there has been a notable increase in the 12 months to December, with an average of 7.1 working days lost per officer; this compares to 6.3 days in the 12 months to March (and 6.8 at September year-end).
- 7.2 **Police staff sickness** remains above the national average with sickness increasing month on month. The average working days lost per staff member in the 12 months to December rose to 9.9 from 9.1 days in the 12 months to March (remaining comparable to the position in the year ending September).
- 7.3 **Sickness absence** is managed through local team senior management meetings; and at a strategic level will be managed through the Collaborated People Board.

Bibliography	
Page 1	BCB March 2015 Action 4
Page 2	Action 12; Force Performance Board Call Handling Strategic Update, November 2015, p. 2
Page 2	Force Performance Review January 2016, p. 2
Page 3	Force Performance Review January 2016, p. 2
Page 3	Action 5; Force Performance Board, ASB Strategic Update, October 2015
Page 3	Local Policing Performance Review, January 2016, p. 3
Page 4	https://www.gov.uk/government/uploads/system/uploads/attachment_data/file/246749/horr75-summary.pdf (accessed 22/01/2016 13:35)
Page 4	http://www.ons.gov.uk/ons/guide-method/method-quality/specific/crime-statistics-methodology/methodological-notes/index.html (accessed 22/01/2016 13:30)
Page 5	Action 10, Force Performance Board IOM Strategic Update, November 2015, p. 3
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