



To: Business Coordination Board

From: Chief Constable

Date: 23rd 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 actions taken against the Communities pillar of the Police and Crime Plan (PCP)

2.0 Recommendation

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

3.0 Background

3.1 The most recent Operational Performance Meeting was held on 19th December 2019 and reviewed performance up to the end of November 2019. This report reflects the updates provided to that meeting.

3.2 Alongside an overall review of performance, the report will also update on the priorities which sit under the Communities pillar of the PCC’s Police and Crime Plan. This month’s priority areas were Action against Hate, Modern Slavery and Policing Neighbourhoods.

4.0 Performance Meeting Updates

4.1 Strategic measures

4.1.1 The management information underlying the Communities pillar is confidence as measured by the Policing in Cambridgeshire survey.

4.1.2 In the 12 months ending November 2019, the internal Telephone Research Bureau conducted 1,260 surveys with members of the public to seek their view on local policing. 56% of people surveyed agreed that the Constabulary were dealing with things that matter to them in their local community.

4.1.3 The long term downward trend has been halted in recent months, with the last three rolling 12 month rates showing improvement..

- 4.1.4 National CSEW comparison data for the 12 months ending June 2019 was published by the ONS in October 2019. The survey found that 54% of respondents in England and Wales agreed that the Police were dealing with local concerns, down from 55.5% in the 12 months ending March 2019.
- 4.1.5 Individual survey responses are made available to local neighbourhood teams in order that they can see the qualitative feedback relevant to their areas.

4.2 Performance Headlines and Department Updates

- 4.2.1 999 and 101 call volumes fell month on month. The long term trend for 999 calls continues to increase, with the highest number of 999 calls received in November for the last 10 years. The long term trend for 101 calls continues to decline. It is observed that there has been an increase seen in the number of web chats, which is higher than Bedfordshire and Hertfordshire.
- 4.2.2 There is concern over the volume of primary 101 and secondary calls which are being abandoned and the effect this may have on customer satisfaction, public confidence and management of call demand. There is an action to attempt to source more detailed data to allow greater scrutiny of at what stagecalls are being abandoned.
- 4.2.3 Incident demand remained stable, however the long term trends remain for increase in the proportion of calls graded immediate and a decrease in the proportion of prompts. A higher number of immediate graded incidents results in fewer resources being available to attend prompt incidents, this has resulted in an deterioration in prompt incident response. The increase in immediate incidents appears to be connected to potential over grading of incidents in particular for domestic incidents, this is being investigated by a review of working practices in the Demand Hub
- 4.2.4 Additional analysis was carried out on attendance times for prompt domestic incidents and found that in 28% (n=25) of the incidents dip sampled the delay was due to reasons outside of the Constabulary's control. However the rest were due to availability of resources. Further work is been done to look at the availability of resources and a change in managing how domestic abuse is defined on the opening of an incident.
- 4.2.5 Recorded crime levels fell month on month, but increased when compared to November 2018 with an additional 500 crimes. The rolling 12 month total continues to trend upwards and is now significantly higher than long term benchmark. All districts have seen growth year on year however Cambridge City and East Cambridgeshire have recorded over 10% growth when comparing year ending November 2019 to November 2018. In Cambridge City this growth is driven by theft of pedal cycles, stalking and harassment, shoplifting, public order offences and violence without injury. In East Cambridgeshire it's driven by stalking and harassment and public order offences. Local initiatives to manage this demand are discussed at the weekly tactics meetings and are escalated through the force Tactical Tasking and Coordination Group (TTCG).
- 4.2.6 Burglary performance remains good. The number of dwelling burglary crimes recorded in November; was lower than last month, and the same month in each of the last two years for the 4th consecutive month. The rolling 12 month prosecution possible outcome rate continues to improve. The discrete rate in November was significantly higher than both the one and three year averages.

- 4.2.7 Op Alcoa¹ was implemented in the IMU at the start of November as QA/Linking queue volumes were substantially in excess of 500. This reduced QA and linking queues to 278, the lowest in November. As of the 20th of December there are currently just over 340 crimes awaiting QA/Linking which appears more stable than previous months.
- 4.2.8 The prosecution possible outcome rate in November 2019 was 11.3%, this is the highest achieved for a single month since January 2019. It has not yet impacted upon the long term trend. Although there have been improvements seen in a number of crime types including burglary dwelling, hate crime, serious sexual offences and child abuse.
- 4.2.9 The implementation of the out of court disposal team, has already seen a positive impact, with the number of community resolutions above average in November. Although the team didn't go live officially until the 9th of December they diverted more than 50 cases to an out of court disposal which otherwise would have been no further action. The team have had positive feedback from officers and investigations are getting resolved quickly and with a positive outcome for the victim. This will continued to be monitored.
- 4.2.10 Data quality continues to be a key focus and until existing Athena functionality is used there will be gaps in fully understanding the work been completed across the Constabulary. Several actions are in place to help address this, such as the launch of a new electronic reference guide for supervisor. The use of the new reference guide in conjunction with supervision of investigations should help improve data quality. It should also help remove some pressure from the IMU as data will be correct first time.
- 4.2.11 An improvement in Crime data integrity was seen in all areas in November. It was the highest recorded in the last 12 months and saw the rolling 12 month trend increase month on month.

5.0 Priority Updates

5.1 Action Against Hate

- 5.1.1 Hate Crimes and Hate Incidents remain under-reported, with victims often having an inherent mistrust of the police for a variety of reasons. The long term trend for hate crime continues on an upwards trajectory and is seen in both the North and South areas. In November a higher than average number of crimes related to disability hate crime. This is likely to be influenced by the planned internal and external communications in support of disability history month.
- 5.1.2 The long term downward trend observed in the rolling 12 month prosecution possible outcome rate was halted in November. The outcome rate improved month on month and has risen to 11.3%. This is driven by improvement in the South area.
- 5.1.3 The long term indicator for hate crime victim satisfaction remains stable. Follow up remains the most challenging aspect of service delivery but continues to show improvement.

5.2 Modern Slavery

- 5.2.1 There were 11 modern slavery offences recorded in November; the highest in any single month. However despite an increase in intelligence reports in recent months there have

¹ This operation shifts resources in the Demand Hub in order to prioritise specific Athena workflow
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been no positive outcomes achieved since March 2019. The force modern slavery tactical lead is going through current investigations to maximise charging opportunities.

- 5.2.2 The number of National Referral Mechanism (NRM) referrals, including those from partners, continues to increase and has increased by 37% over the last 12 months; an indication that more offences of potential Modern Slavery and Human Trafficking are being identified by both police and partner agencies, with appropriate safeguarding action being undertaken and support provided to victims.
- 5.2.3 Peterborough is one of three areas nationally currently participating in Home Office pilot partnership campaign aimed at raising awareness via frontline professionals in the banking, healthcare and job centre sectors utilising research partner, "Britain Thinks". The aim is to inform Home office messaging, media strategy and campaign structure due to be launched over the coming months.

5.3 Policing Neighbourhoods

- 5.3.1 Cambridgeshire contributed to the NPCC NHP Policing 'Mid Term' Assessment. The assessment showed the strengths and areas for development which matched were consistent with the local ones. Engagement continues to develop with the Midland NHP Regional Working group.
- 5.3.2 There has been steady progress in achieving the broad base of actions which were set whilst trying to achieve the key performance questions. These performance questions are now all rated at least amber for the first time. There has been good progress on the victim and offender strands and further work and focus on communities is required in the forthcoming quarter. Outstanding actions will be discussed at monthly Senior Leadership Team meetings, with reporting into the OPM meetings to be done through written submissions as standard, and verbal updates by exception. This is under review to see how reporting opportunities into OPM can be enhanced.
- 5.3.3 The second tranche of officers into Neighbourhood policing will commence on the 6th of January 2020. A 5 day induction and CPD course, co-ordinated by Partnership and Ops Support and supported by a number of Force and partnership subject matter experts, will be delivered in their second week after posting.

6.0 Communities Updates

6.1 Joining up service provision to listen to day to day community safety issues

- 6.1.1 *'Review of the Neighbourhood Model, ensuring over 10% of our workforce is embedded in Neighbourhood Policing'*

The second tranche of additional Neighbourhood Policing (NHP) officers, secured through the 19/20 precept uplift, will commence duties on the 6th January 2020. They will undertake an in-house initial induction and professional development course for 5 days. The Force's generic Constable recruitment picture remains positive, with a number of intakes since the last update and further scheduled. There are no immediate plans to recruit further into NHP, so whilst the proportion of officers engaged in that function as their primary one declines proportionally as the generic recruit numbers increase, the proportion engaged in NHP remains comfortably above 10%.

- 6.1.2 *'Review our Community Communication and Engagement strategy to make sure it is clear and responsive to the needs of the community, that it empowers communities and is adopted within wider Neighbourhood partnerships'*

The communications strategy continues to be delivered across the local areas, as well as for priority crime areas. Traditional and social media activity supports the community through crime prevention advice, seeks support through appeals and reassures through court reporting on successful outcomes.

In the past quarter, 301 proactive press releases have been issued and 127 court reports have been written, highlighting the great work by our officers and staff in bringing a case to court and an offender to justice. In particular, cases that have been the result of information or intelligence from members of the public have been emphasised.

Engagement on social media continues to increase, and we continue to use both paid for and organic methods of communication to increase the reach of our posts.

6.1.3 *'Review our rural crime strategy, seeking new opportunities to work in partnership'*

Eastern Region Rural Crime meetings are ongoing and continue to be chaired by Cambs but bring together partners from across the Eastern Region. A new partnership operation in relation to rural crime is within the planning phase but can not be detailed here for reasons of operational security.

6.1.4 *'Improve the use of our technology within RCAT to increase trust and confidence within the rural community'*

Purchase and training for Drone use anticipated by December 2019 - this remains on schedule. 'Good SAM' software pilot being developed with Digital Innovations Team. This will allow for the live streaming of video direct from members of public and officers of offences in action to the FCR- this has been approved for funding by the change board.

6.1.5 *'Use a variety of modern methods to provide a two way dialogue between the Force and communities and demonstrate our visibility'*

Communications and engagement activity continues to be delivered on a daily basis, including through public crime prevention events, traditional media activity and social media.

The communications team have worked closely with the southern neighbourhood teams to fully understand their priorities and how they can communicate the work they are doing with the public through all of our available channels. This includes cycle theft, the night time economy, ASB and retail crime in Cambridge, drug/ASB/speeding and modern day slavery in South Cambs, rural crime in East Cambs and drugs/ASB in Hunts. Use of social media is increasing across all southern areas but has identified the need for further training in some areas.

In the north, the communications team have worked with local PCSOs and crime reduction officers to promote a number of winter burglary prevention events, as well as taking part in the force-wide burglary day of action. This saw some great engagement by the public with crime reduction officers through a Facebook live streamed Q&A session. Additional social media training has been carried out with NPTs, which has seen a significant improvement in the content they are putting out. Further training, as well as media training, is scheduled for the end of January.

Together they have produced a monthly top 10 social media posts across north and south to highlight the great work coming through and generate further content. With

the further uplift of neighbourhood officers in January, along with the introduction of a new area commander and two new sergeants, they will be continuing to promote the work of the NPT teams and encouraging them to self-serve. They will also be further delving into the work of the CAT team and response teams.

Over Christmas, corporate communications ran the 12 Cops of Christmas campaign, featuring officers and staff from various departments across the force, aimed at increasing the visibility of the work we do. Engagement with the posts and the comments left on social media accounts were positive and the public appreciated getting an insight into their local officers, so we will look to do more of this 'profiling' in the coming months.

We have recently trialled the use of posters in service stations to assist in the gathering of intelligence regarding human trafficking, following the incident in Essex and three incidents in Cambridgeshire. The campaign continues to run, with positive engagement so far

6.1.6 *'Working with partners develop a geo-based tactical neighbourhood delivery plan embedding the national neighbourhood guidelines'*

Following the 2019 internal Neighbourhood policing review, the Constabulary is now poised to work with the Office of Police and Crime Commissioner and partners in exploring the benefits and efficiencies offered through a more streamlined approach to community safety across agencies under the "Think Communities" emerging workstream. The temporary move of Superintendent Laura Hunt to the OPCC offers an excellent link to developing this work in the new year.

6.1.7 *'Engage and understand communities and the threats they face, both now and in the future'*

The Force's first Strategic Threat and Risk Assessment (STRA) in the format proposed by DCC Gyford has recently been completed giving a clear insight into demands and necessary skills, resources and future planning requirement to deliver. This has been supplemented by the continuation of the ISCD-led Strategic Assessment which draws on some rich sources of data to seek to understand and respond to current and future threat. Whilst not easy to measure there is good anecdotal evidence and some external feedback recognising increased engagement and reassurance offered from the uplift in NHP resources, active in communities.

6.1.8 *'Work with the local child safeguarding boards and other partners to help communities understand evolving risks and spot the signs of exploitation'*

Police and Joint Safeguarding Board have worked with Healthy Schools to provide a package of validated training materials available to all schools (both primary and secondary). The packages include staying safe on line as well as "consequences" covering Child Sexual Exploitation and Child Criminal Exploitation. The packages will be constantly refreshed and housed on the partnership website to be delivered by qualified staff within the police. This will be known as the "universal offer".

In the event of an emerging issue within a school boundary highlighted through partner information or in response to a critical incident there will also be a package available to all teaching staff to assist in their management of such. This will be delivered by a multi-agency group and will be known as the "enhanced offer". Any enhanced offer can also be supported

by a community based event to ensure parents and carers and provided with the same information.

6.2 Increase public involvement to improve community understanding and resilience

6.2.1 *'Work in partnership so that people feel safe, connected and able to build, implement and sustain their own initiatives'*

A second Citizens in Policing Constable post is currently being recruited into, with a post holder expected in January 2020. The Constabulary continues to focus on strengthening and harmonising existing initiatives, with some successful outcomes to report.

Of note, the recent and inaugural Problem Orientated Policing (POP) Awards recognised the successful community led HGV watch as a category winner. With a second post there will be increased capacity to examine some additional and innovative options in this approach.

6.2.2 *'Increase number of volunteers, their contribution and integration'*

The Citizens in Policing (CiP) programme is a key enabler to increasing resilience in communities.

Special Constabulary – As at 18th December 2019, there were 209 Specials in force, 104 of which are in their probation period. The force has a number of Specials involved in specialist policing areas, e.g. Roads Policing, Major Crime, Rape Investigation Team, Rural Crime Action Team, Learning and Development and Professional Standards. The force are actively pursuing the creation of Cyber Specials/PSVs.

Police Service Volunteers (PSVs) – as at 18th December 2019, there were 90 active volunteers and further 3 going through vetting. PSVs are typically assisting in the following areas: Chaplains, role players, vehicle tasking, cadet leaders and watch schemes (Speed, Country and Neighbourhood). Although its accepted that PSV hours have been under reported previously, the hours contributed by PSV's in 2018 was 3,777 hours and in 2019 to date is currently 4,245 hours.

Cadets – as at 18th December 2019, there were 105 cadets, aged between 13 and 18, across 7 units in schools within the county.

6.2.3 *'Increase the contribution Specials make to the Constabulary and ensure they are representative of the communities they serve'*

In the 12 months to the end of November 2019 the Special Constabulary completed an estimated 50,687 duty hours with a 12 month average of 216 officers giving an average monthly service of just under 20 hours per Special Constable per month.

6.2.4 *'Increase number of joint operations specific to rural community'*

Op Galileo days of action and joint operational working were achieved as part of the nationwide rural crime action week.

6.2.5 *'Promote the importance of reporting intelligence and crime' (Becky Tipping)*

Following review of the online reporting facility, changes have now been recently implemented in order to better streamline reporting. Initial analysis shows a slight increase in the number of intelligence items submitted via online portal however it remains that the portal is still mainly being used for reporting matters other than intelligence including crime recording. In light of the relatively short time period since the changes were made, it is suggested use of the online portal is reviewed again in 3 months-time to enable more meaningful comment and further potential recommendations to be made.

6.2.6 *'Embed 'Problem Orientated Policing' into everything we do, ensuring effective partnership problem solving, focused on positive and sustainable outcomes'*

Following the largescale training of a range of local professional in the OSARA –problem-orientated approach, focus is now on quality assuring the use of the tool in practice and seeking to recognise and share good examples of practice. There is growing evidence of Neighbourhood teams using the tool effectively, with a focus on being clear about outcomes and ensuring that clear cases as to impact can be shown to help evaluate success/areas for development and inform and build public confidence.

6.2.7 *'Identify and tackle the causes of crime, disorder and anti-social behaviour'*

Positive steps have been taken in harmonising an approach in both Northern and Southern area to cohorts of both high harm offenders and those through datasets who are the highest harm/impact victims in our communities.

Whilst labour intensive, building small cohorts of offenders/victims who require a degree of case management by officers or other professionals together is showing a growing evidence bae of good impact and worthwhile officers investment.

Effective case management is based on causal factor identification and appropriate response, rather than the immediate treatment of symptoms of behaviour.

6.3 Integrity

6.3.1 *'Ensure national complaints reform is embedded across the Constabulary to support the highest professional standards in service to the public'*

Agreement has been reached from the relevant parties in the main stakeholder groups as to how complaints/dissatisfactions will be managed within BCH.

The CRT Framework (System) is a proprietary BCH system, designed by the Herts PCC's Customer Response Team and built by the BCH ICT team. It was implemented in January and has been used to manage complaints prior to the legislative changes to the Police and Crime Act 2017. The system has the support of PSD and fulfils the criteria of the IOPC. The CRT Framework will be rolled out across Bedfordshire and Cambridgeshire at no cost to either force.

The new reforms will be laid in Parliament in December 2019, and go live at the end of January/early February 2020 (actual date to be confirmed). A trial within Cambridgeshire will begin at the beginning of January 2020 so the relevant areas can become proficient with the system and its functionality prior to the legislative changes.

The Incident Review Team (IRT) within the Demand Hub have been nominated as the central point of contact for Cambridgeshire, as required by the legislation, and they have received training in the new process and use of CRT.

SPOCs have been nominated for North and South and training on CRT along with guidance on the new procedures to be followed is in train.

7.0 Highlighted Good Practice

7.1 The focus of this month's report is the road safety week of action which took place from Monday the 18th November through to Friday 22nd November 2019.

7.2 The week of action named Operation Astragal II took place across the County with the aim of reducing the number of deaths and serious injuries on the County's roads.

- 7.3 The operation required the support of over 200 Officers, PCSO's, Staff and Volunteers including Specials and Police Cadets.
- 7.4 The Operation culminated in a 24hr multi-agency operation.
- 7.5 Over the course of the week over 600 activities were carried out, of Note: 15 People were dealt with for Speeding, 15 People were dealt with for not wearing a seatbelt, 15 People caught having no insurance, 2 Drink Drivers caught, 49 reported for using a mobile phone and 202 lights instead of tickets handed to cyclists.
- 7.6 PCSO's also visited 24 Schools and Colleges to speak to students around the importance of roadside safety.
- 7.7 The week produced positive media coverage with BBC Look East, Radio Cambridgeshire and Cambridge TV all covering the Operation.
- 7.8 Speed checks were carried out in areas following responses to an online survey which produced numerous positive feedback messages on Social Media.
- 8.0 **Recommendation**
- 9.0 The Board is invited to note the contents of the report.