



To: Business Coordination Board

From: Chief Constable

Date: 02 October 2014

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 (PCP) in the 12 months to 30th June 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 PCP 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 This report acknowledges the impact of supporting management information in order to understand detailed performance against PCP measures. In the main this detail is omitted, however where relevant this detail can be provided.

3.3 A table summarising high level performance measures is included at Annex 1. While a number of indicators have numerically deteriorated against new more challenging baselines, the scale of variation is not statistically significant in almost all cases. The only two exceptions are the level of Anti-social behaviour (ASB) incidents and Organised Crime Group (OCG) management, where performance is significantly better than the baseline.

- 3.4 The Performance Update had not been included on the agenda for the July or August 2014 Board meetings, so had been included for the October meeting, to ensure that the Performance Update Document is made publicly available.
- 3.5 The Board are asked to note that the Office of the Police and Crime Commissioner and the Constabulary are working through the impact of the change to the Performance Framework as a consequence of the Constabulary's increased focus on vulnerability. A revised Performance Framework will be brought before the Board for their consideration.

4. Maintain Local Police Performance

Deal with local concerns

- 4.1 Dealing with local concerns is an important measure of police engagement and gives an indication of how successful the Constabulary are at meeting residents expectations. The PCP identifies local confidence as the measure of success in this area.
- 4.2 The proportion of respondent that agree *the police are dealing with the things that matter* has fallen. Data indicates that 68.1% (n=3293) agree, this has fallen from the 68.9% baseline. While not statistically significant, local plans have been put in place to improve. Local analysis supports national findings to conclude that very specific local priorities are important (and these are usually not crime related).
- 4.3 A toolkit has been developed to better connect local priorities and improve communication of problem solving with local communities. How well this toolkit is implemented will be monitored by the Constabulary's Force Performance Board in coming months. Of note, confidence in Cambridge City has consistently been much higher, in addition there have been some early signs of improvement in Peterborough.

Satisfaction with service delivery

- 4.4 Victims of crime are routinely surveyed in an attempt to understand and improve the quality of service given by the Constabulary. While the satisfaction rate has marginally fallen compared to the more challenging baseline, this is not a statistically significant result. For the year to the end of June, 87.8% (n=1773) were satisfied with the service they received. Analysis has indicated that further improvements may result from better communication of police intentions at the initial stage of an investigation to avoid setting false expectations.
- 4.5 As anticipated, data to March 2014 confirms service delivery in Cambridgeshire remains better than peers.

Increase the number of Special Constables

- 4.6 The Special Constabulary are a vital part of policing within Cambridgeshire. As such the Constabulary have sought to achieve two aims: 1) to increase the number of Special Constables and 2) increase the number of hours of activity.

- 4.7 Good progress has been made towards improving the contribution of Specials. The number has increased to 289 (from 284) and importantly the hours worked has increased by more than 5% to 63,670 during the reporting year.

Call Handling

- 4.8 Primary call handling for both emergency and non-emergency calls remains consistent and allows effective triage and prioritisation. However secondary call handling has deteriorated. The causes and possible solutions are discussed at length in a separate paper.

5. Continue To Tackle Crime and Disorder

Reduce the level of recorded crime

- 5.1 The level of Victim Based Crime has increased. While not statistically significant, the increase has been consistent over a sustained period of time (since the end of last year). This is consistent with the regional / national picture that suggests increased levels of recording. While there are several contributing factors, the impact of improved recording processes is important.
- 5.2 The recent HMIC inspection of Crime Data Integrity found that while there were failures to record crime resulting from misunderstanding of National Crime Recording Standards (NCRS), this was not as a result of pressure to not record crime. As a result of continued focus on systems and processes the constabulary are now more confident that crime is recorded correctly. However, in part, the result is an increase in police recorded crime. Specific priority crime areas are discussed elsewhere in this report.
- 5.3 While recent monthly data has shown higher levels of crime than in the previous year, the rate of change has stabilised; June 2014 was 6.1% higher than 2013; while April and May were 11.7% and 12.2% respectively. If this trend continues the initial projections of a 10% annual increase in recorded crime will prove to be exaggerated.
- 5.4 At a local level, increases in crime are identified on a daily basis through local Daily Management Meetings. At these meetings district priorities are identified and tactics drawn up to best protect the public from harm. This ensures that decision making is focussed on the threat, risk and harm caused in local communities.
- 5.5 While it is possible to deal with many of these issues using local resources, the Force Daily Management Meeting is the mechanism through which resources can be re distributed depending on demand. Typically, tactics employed include a focus on known nominals of interest and proactive patrol of hot spot locations.

Reduce the perception of high ASB

- 5.3 The proportion of respondents that perceive a high level of ASB remains stable at 0.7% (n=3293).
- 5.4 At year end, ASB incident levels continue to fall. Compared to the baseline period there were 329 fewer incidents.

Improve the detection rate

- 5.5 The recently introduced crime outcome framework offers an opportunity to better understand the full range of police disposals. This will facilitate a move away from the traditional 'Sanction detection' rate as the primary measure of performance and recognise that this isn't always the best course of action for the victim or the police.
- 5.6 The full range of outcomes has been introduced by the Constabulary and audit work is ongoing to assure the quality of internal processes. Once this is complete it is anticipated that this will be used to give a more complete picture of police outcomes.
- 5.7 Whilst the Constabulary's detection rate remains comparable to peers the number of detections achieved has remained stable as the impact of increasing crime has prevented the detection rate from keeping pace.

Improve the management of dwelling burglary

- 5.8 Three measures are identified as indicators of successful management of dwelling burglary:
- Recorded Crime Rate
 - Detection Rate
 - Satisfaction Rate
- 5.9 The satisfaction rate remains consistent (94.5% n=543) and better than peers. Whilst there is some variation at district level, the level of recorded burglary remains stable (2457 vs 2411 baseline).
- 5.10 While remaining statistically comparable the detection rate has been below that of the same period in the previous year for several months. However, analysis shows that a proportion of detections are achieved when an offender asks for offences to be Taken into Consideration (TICs), and these tend to be achieved in groups. With the impact of TICs removed the 'primary' detection rate remains stable.

Asset recovery

- 5.11 The PCP identifies a strategic requirement to increase the volume and value of assets removed from criminals. The total value of assets removed has fallen from a baseline figure of £2,277,970 to £1,667,813.

Organised Crime Groups

- 5.12 Two measures are identified to assess OCG performance. The total 'harm' caused by OCGs is measured and represented numerically using a national framework. The strategic intent of the Constabulary is to reduce this value within the year.
- 5.13 The first measure is an aggregate of individual harm scores for all known OCGs currently operating in Cambridgeshire. The measure specifically recognises that effective management of OCGs is likely to identify new groups within the year and as a result the total harm score may not necessarily reduce. As previously unknown groups are recognised the value may increase.
- 5.14 The harm score in June for all known OCGs has marginally increased (from 1406 to 1471). This is in part due to the identification of additional OCGs since March 2014.

- 5.15 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. The total harm caused by the original cohort has been reduced significantly (from 1406 to 1190).

Perception of drug misuse

- 5.16 Perception of drug misuse in Cambridgeshire has fallen to 7.9% in the 12 months to June 2014. This is an improvement of 1.1ppts on the baseline position.

6. Keeping People Safe

Improve the ratio of domestic violence incidents to prosecutions / Detection rate for Domestic abuse crime

- 6.1 The level of recorded Domestic abuse has increased. This is not seen as a negative indicator and is in part a result of improved recording practices along with a more sensitive approach to identifying vulnerable people. While an increase in recording should not be seen as a negative indicator, the implications on officer workload should be noted/monitored.
- 6.2 In a similar way to Victim Based Crime, the number of detections achieved has increased in recent months. However this increase hasn't been at the same rate as recorded offences. The speed of response has been identified as an area for improvement; achieving a balance between immediate response resources and investigative ones is important.
- 6.3 A wide ranging piece of analysis focussing on the Public Protection Department covering workload / increases in demand has been commissioned. The results of this analysis will be available at the end of August and it is anticipated that will shape our response to vulnerability.

Improve the Hate Crime Detection Rate / Improve Satisfaction rate for Victims of Racist Incidents

- 6.4 In support of the Constabulary's Hate Crime strategy, the level of recorded hate crime has increased. Increasing the reporting of Hate Crime is a strategic intention of the strategy; recognising that this is an area in which crime is vastly under-reported. While the detection rate has not kept pace with the increase in recording, the satisfaction rate for victims of racist incidents (a proxy measure for all hate crime only) has marginally increased (from 78.9% to 83.3%).
- 6.5 As part of ongoing efforts to better understand and respond to Hate Crime, the Constabulary have implemented a web based victim survey. This mechanism allows victims to anonymously provide feedback to the constabulary. While there are so far comparatively few responses, the feedback is passed back to the Constabulary's Hate Crime lead and to local points of contact. This ensures that in the case when further police contact is necessary it can be arranged (in all other cases any learning can be assessed and shared).

7. Maintain the Resilience of Protective Services

Reduce the number of people killed or seriously injured

7.1 The number of people killed or seriously injured on the roads of Cambridgeshire has remained stable at 413 vs 416.

8. Other Matters

Sickness Management

8.1 Sickness absence is stable; with a small increase in police staff sickness and a small improvement in officer sickness. 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 Document(s)	BCB – PCC Performance Update – June 2014
Contact Officer	Neil Stacey, Head of Performance, Corporate Development Department, Force Headquarters

Annex 1 – Strategic Dashboard

		MSF	Rolling 12 months	
			Baseline	Current
Maintain Local Police Performance				
Dealing with Local Concerns			68.9%	68.1%
Satisfaction with Service Delivery			89.0%	87.8%
Special Constabulary - N° of Officers			284	289
Special Constabulary - N° of Hours worked			60,276	63,670
999 calls answered within 10 seconds			96.7%	96.5%
Non-emergency calls answered within 30 seconds			94.4%	94.5%
Continue to tackle Crime and Disorder				
All Recorded Crime			43,970	45,034
Victim-Based Crime			39,225	40,274
Perception of high ASB			0.9%	0.9%
Anti-social behaviour			27,251	26,922
All Crime Detection Rate			29.4%	28.6%
Satisfaction with Service Delivery - Burglary Dwelling			94.6%	94.5%
Burglary Dwelling			2,411	2,457
Burglary Dwelling Detection Rate			19.8%	18.3%
Asset Recovery			£2,277,970	£1,667,813
Harm caused by all known OCGs operating in Cambs			1406	1471
Harm caused by cohort of OCGs identified at year end			1406	1190
Perception of Drug Misuse			9.0%	7.9%
Keeping People Safe				
Ratio of DV Incidents to Prosecutions				
Detection Rate for Domestic Abuse Crime			44.8%	42.3%
IOM (% of people who reoffend within 12 months)				
IOM (N° of people who commit offences on the scheme)				
Hate Crime Detection Rate			45.5%	42.4%
Satisfaction with Service Delivery - Racist Incidents			78.9%	83.3%
Maintain the resilience of protective services				
Reduce KSI Road Casualties			416	413
Organisational Health				
Sickness - Police Officer			5.9	5.8
Sickness - Police Staff			7.0	7.2