

<b>CAMBRIDGESHIRE POLICE AND CRIME PANEL</b>	<b>Agenda Item No. 10</b>
<b>14<sup>th</sup> June 2017</b>	<b>Public Report</b>

## Report of Cambridgeshire Police and Crime Commissioner

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### PERFORMANCE MONITORING

#### 1. PURPOSE

- 1.1 The purpose of this report is to outline to the Police and Crime Panel (the “Panel”) the Police and Crime Commissioner’s (the “Commissioner”) approach to performance monitoring of Cambridgeshire Constabulary (the “Constabulary”) and to inform the Panel’s approach to scrutinising how the Commissioner carries out this function.

#### 2. RECOMMENDATIONS

- 2.1 The Panel is recommended to note the report and consider how it wishes to exercise its remit to challenge and support the Commissioner in his statutory functions through a future programme of reports on how each section of the Police and Crime Plan 2017 – 20 (the “Plan”) is being taken forward.

#### 3. TERMS OF REFERENCE

- 3.1 Item 7 - To make reports or recommendations to the Police and Crime Commissioner with respect to the discharge of the Commissioner’s functions.

Item 8 - To support the effective exercise of the functions of the Police and Crime Commissioner.

#### 4. BACKGROUND

- 4.1 The Police Reform and Social Responsibility Act 2011 (the “Act”) places a requirement on the Commissioner to:

- a) Hold the Chief Constable to account
- b) Scrutinise, support and challenge the overall performance of the Constabulary, including against the priorities set out in the Plan
- c) Set out in the Plan how the Chief Constable’s performance in providing policing will be measured
- d) Publish information to enable people to assess the performance of the Commissioner and Chief Constable
- e) Produce an Annual Report.

- 4.2 Under the Act, the Panel has a role in scrutinising the Commissioner’s exercise of his statutory functions. The Policing Protocol Order 2011 states: *“24. The Panel provides checks and balances in relation to the performance of the PCC. The Panel does not scrutinise the Chief Constable – it scrutinises the PCC’s exercise of their statutory functions. While the Panel is there to challenge the PCC, it must also exercise its functions with a view to supporting the effective exercise of the PCC’s functions”.*

- 4.3 The Panel reviewed the Commissioner’s Plan in February 2017 and the Plan was published on 29 March 2017.

## 5. CONTEXT

- 5.1 In 2010, the then Home Secretary abolished Home Office policing performance targets and then sought to ensure that numerical targets were not able to distort priorities<sup>1</sup>. In line with this, nationally there has been a clear move away from a purely quantitative or numerical performance regime to one that is more qualitative and embraces an assessment of vulnerability and impact. This move has been reflected in the assessments made by Her Majesty's Inspectorate of Constabulary (HMIC).
- 5.2 The changing nature of policing is well recognised nationally<sup>2</sup>. The College of Policing demand analysis report found that while recorded crime has reduced, demand on the police has grown in other ways. Crime types which are more complex to investigate and require more police time are now a greater proportion of police recorded crime. Incidents involving people with mental health issues appear to be increasing. Non-crime incidents account for 75 per cent of calls in Cambridgeshire. 68 per cent of incidents have a public safety or welfare element.
- 5.3 Nationally, crime levels have fallen over the last twenty years. However, the nature of crime has changed from high volume burglary and vehicle crime to previously 'hidden' crimes like child sexual exploitation, sexual violence, domestic abuse, as well as online fraud and cybercrime. This has also been reflected in Cambridgeshire which remains one of the safest places in the country.
- 5.4 Recent rises in levels of recorded crime nationally, are also reflected in Cambridgeshire. These changes are strongly influenced by improvements in police crime recording practices and, for instance, the expansion of the types of crime included in the category of 'violence without injury' (Appendix 1 – Trends in Crime Survey for England and Wales and police recorded crime, year ending December 1981 to year ending December 2016). There is, however, no room for complacency.
- 5.5 There has been a rise in calls for service and there are pressures in some areas. The Constabulary's Local Policing Review has been reviewing the Constabulary's policing and governance model to ensure it is sustainable for the next three to five years and supports delivery against the Plan.

## 6. BUSINESS INTELLIGENCE INFORMATION

- 6.1 The Chief Constable is responsible for the delivery of policing and has arrangements in place for the management of the Constabulary's performance. A vast range of performance information is monitored by the Constabulary to inform decision making and prioritisation on a daily basis. At a strategic level in the Constabulary, the Constabulary's Executive Board, Force Performance Board and Force Monthly Performance Meeting each have a monitoring role.
- 6.2 The approaches to performance monitoring by the Constabulary and the Commissioner recognise the complex interaction between different issues and the importance of context and narrative around each data set. Given that it is acknowledged that targets can distort, to provide a RAG (red, amber, green) rating as a visual cue to monitoring performance can be equally misleading. However, the Plan provides an indication of the business intelligence information that is being captured through the new Police and Crime Plan Business Intelligence Information Dashboard 2017 - 20 (the "dashboard" - Appendix 2). It is recognised that not all data sets lend themselves to dashboard-style reporting but these will be monitored and incorporated appropriately through performance reports.

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<sup>1</sup> "This Government has abolished all national police targets...the problems I have long noted with numerical targets: skewing priorities; causing dysfunctional behaviours; and reducing officer discretion...targets don't fight crime, they hinder the fight against crime. They distort operational reality...while undue focus on one target can lead to some other crimes being neglected altogether...the public expects to see forces serving their communities, not chasing arbitrary targets" Theresa May, December 2015

<sup>2</sup> "The nature of police work has changed significantly. Cyber-enabled crime has increased. So has the need for officers and staff to investigate and gather intelligence online and via information technology. Protecting vulnerable people has rightly become a high priority for policing. Officers and staff now spend more of their time working to prevent domestic abuse, monitor high-risk offenders and protect at-risk children" College of Policing CEO, December 2016

- 6.3 The Commissioner and his office are able to access a wide range of performance information including through the Performance Working Group, performance reports and other reports which hold the Constabulary to account through the Business Coordination Board.
- 6.4 Formal quarterly performance reports will continue through the Business Coordination Board, along with reports on other areas of the business which are delivering towards the Plan.
- 6.5 In addition, the Commissioner uses feedback from the public to help him to support and challenge the provision of policing in Cambridgeshire. He also undertakes a programme of frontline visits to inform him to help him support and challenge across the system of policing, community safety and criminal justice. HMIC also provides information on how the Constabulary is performing.
- 6.6 The Plan focuses on the community safety and criminal justice system as a whole which requires a partnership response. The Commissioner now Chairs the Countywide Community Safety Strategic Board (the "Countywide Board") and the Criminal Justice Board. The Countywide Board and Countywide Community Safety Agreement aim to develop a more joined-up approach to community safety service delivery, enable more effective and co-ordinated strategic planning across partner agencies and to ensure sustainable and lasting improvements in delivering outcomes, broader indicators other than purely policing data are being incorporated. The Criminal Justice Board helps to ensure an efficient and effective criminal justice system. The development of the dashboard is an iterative process and in due course will see the inclusion of a number of new and partnership data sets which capture the work partners and these Boards are delivering towards the Plan.

## **7. NEXT STEPS**

- 7.1 The Panel may wish to consider how it wishes to exercise its remit to challenge and support the Commissioner in his statutory functions through a future programme of reports on how each section of the Plan is being taken forward.
- 7.2 In line with its role in supporting the exercise of the Commissioner's functions, Panel members are asked to consider how they might communicate key messages and challenges to their respective organisations. Key partnership issues include mental health, drugs and alcohol, housing, education, training and employment.

## **8. BACKGROUND DOCUMENTS**

- 8.1 Police and Crime Plan 2017-20 Community Safety and Criminal Justice Cambridgeshire and Peterborough, <http://www.cambridgeshire-pcc.gov.uk/wp-content/uploads/2016/09/Police-and-Crime-Plan-March-2017-FINAL.pdf>

Business Coordination Board, 10 November 2016 'Developing a Performance Framework for the Police and Crime Plan (Community Safety and Criminal Justice) for Cambridgeshire' <http://www.cambridgeshire-pcc.gov.uk/wp-content/uploads/2016/11/16-11-10-BCB-Agenda-Item-7.0-Police-and-Crime-Plan-and-Performance-Framework.pdf>.

Business Coordination Board, 11 May 2017 'Performance Update – 12 Months to March 2017' <http://www.cambridgeshire-pcc.gov.uk/wp-content/uploads/2017/05/17-05-11-BCB-Agenda-Item-5.0-Quarterly-Performance-Report-12-months-to-March-2017.docx>  
<http://www.cambridgeshire-pcc.gov.uk/wp-content/uploads/2017/05/17-05-11-BCB-Agenda-Item-5.0-Data-Pack-Performance-Update-March-2017.pdf>

Business Coordination Board, 14 March 2017 'Developing a countywide Community Safety Agreement' <http://www.cambridgeshire-pcc.gov.uk/wp-content/uploads/2017/03/17-03-14-BCB-Agenda-Item-12.0-County-Wide-Community-Safety-Agreement.pdf>

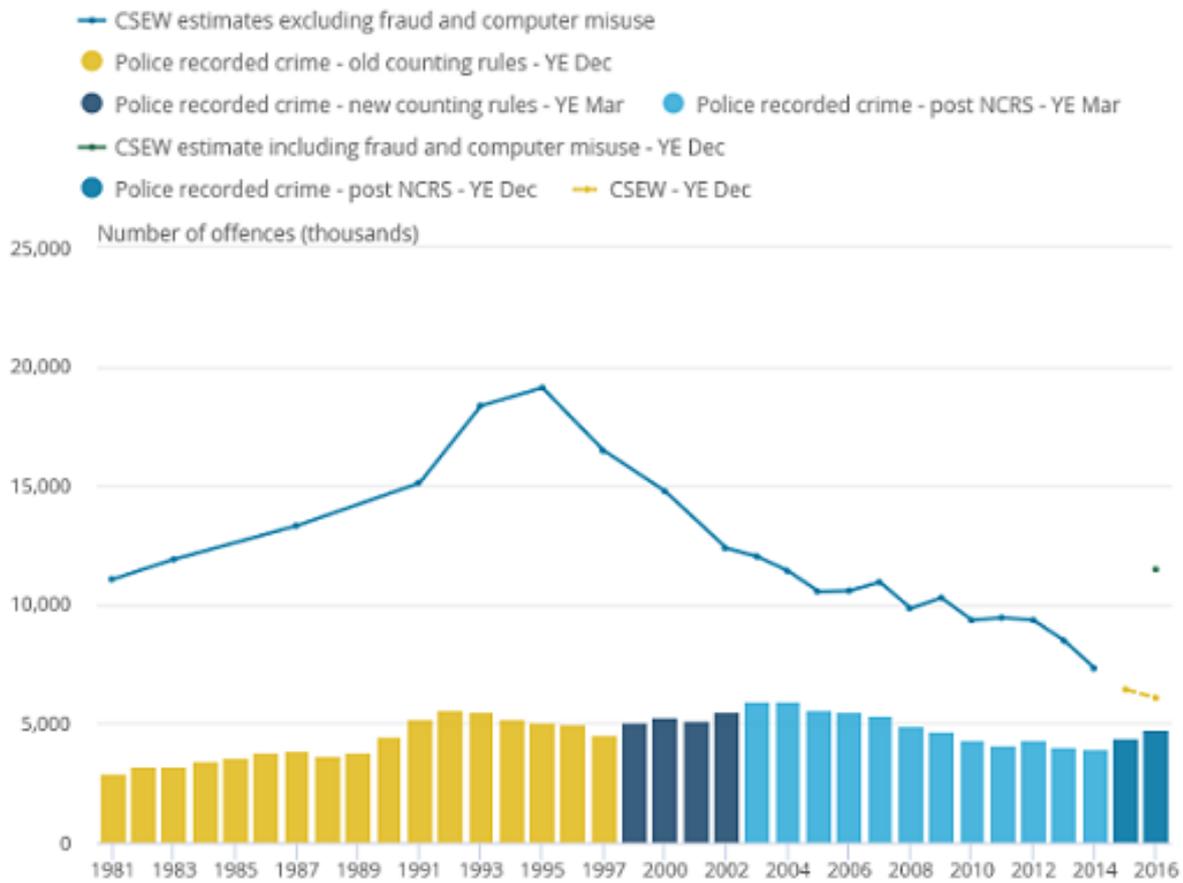
## **9. APPENDICES**

9.1 Appendix 1 - Trends in Crime Survey for England and Wales and police recorded crime, year ending December 1981 to year ending December 2016

Appendix 2 – Police and Crime Plan Business Intelligence Information Dashboard 2017 - 2020

**Appendix 1 – Trends in Crime Survey for England and Wales and police recorded crime, year ending December 1981 to year ending December 2016**

**Figure 1: Trends in Crime Survey for England and Wales and police recorded crime, year ending December 1981 to year ending December 2016**



**Source: Crime Survey for England and Wales, Office for National Statistics and Police recorded crime, Home Office**

# Appendix 2 - Police and Crime Plan Business Intelligence Information Dashboard 2017 – 2020

## POLICE AND CRIME PLAN DASHBOARD - 2017-2020

Select Area

VICTIMS	Current month tested at 80% confidence level						Rolling 12 month result tested at 95% confidence level					
	Current Month	Mar-16	Mar-15	Mar-14	Current v 3yr avg	Current v 3yr avg	FYTD	FYTD - 1 yr	Rolling 12 months	Baseline	Perf v Benchmark	MSF
Satisfaction with Service Delivery - Police												
All Crime Outcome Rate												
Satisfaction with Service Delivery - Burglary												
Burglary Dwelling Outcome Rate												
Satisfaction with Service Delivery - Domestic Abuse												
Domestic Abuse Outcome Rate												
Serious Sexual Offences Outcome Rate												
Cyber Crime Outcome Rate												
Incidents with mental health qualifier												

OFFENDERS	Current month tested at 80% confidence level						Rolling 12 month result tested at 95% confidence level					
	Current Month	Mar-16	Mar-15	Mar-14	Current v 3yr avg	Current v 3yr avg	FYTD	FYTD - 1 yr	Rolling 12 months	Baseline	Perf v Benchmark	MSF
All Recorded Crime												
Violence with Injury												
Violence without Injury												
Burglary Dwelling												
Domestic Abuse												
Serious Sexual Offences												
Cyber crime												
Rural Crime												
Perception of Drug Misuse												
Drugs Offences												
Immediate grade incidents - time to respond (mins)												
Conditional Cautions - adults												
Conditional Cautions - youths												
Community Resolutions												

COMMUNITY	Current month tested at 80% confidence level						Rolling 12 month result tested at 95% confidence level					
	Current Month	Mar-16	Mar-15	Mar-14	Current v 3yr avg	Current v 3yr avg	FYTD	FYTD - 1 yr	Rolling 12 months	Baseline	Perf v Benchmark	MSF
Dealing with Local Concerns												
How safe do our communities feel?												
999 calls answered within 10 seconds												
Non-emergency calls answered within 30 seconds												
Satisfaction with Service Delivery - Hate Crime												
Hate Crime												
Hate Crime Outcome Rate												
Police recorded ASB												
Perception of high ASB												
Special Constabulary Establishment												
Special Constabulary - Hours worked												
Police Support Volunteers - Establishment												

COMMUNITY	Current month tested at 80% confidence level						Rolling 12 month result tested at 95% confidence level					
	Current Month	Dec-15	Dec-14	Dec-13	Current v 3yr avg	Current v 3yr avg	FYTD	FYTD - 1 yr	Rolling 12 months	Baseline	Perf v Benchmark	MSF
KSI Road Casualties												

TRANSFORMATION	Current month tested at 80% confidence level						Rolling 12 month result tested at 95% confidence level					
	Current Month	Mar-16	Mar-15	Mar-14	Current v 3yr avg	Current v 3yr avg	FYTD	FYTD - 1 yr	Rolling 12 months	Baseline	Perf v Benchmark	MSF
Sickness - Police Officer												
Sickness - Police Staff												

*Notes:*  
 The outcome rate includes Charged/summonsed, formal out-of-court disposals (caution, PND), informal out-of-court disposals (Cannabis/Khat warning, Community Resolution), and TICs (Taken Into Consideration).  
 The number of non-emergency calls covers calls which are answered in the Police Service Centre.  
 Rural crime is defined as any offence of burglary, robbery, theft or criminal damage which occurred at an agricultural location or farm house, or involved agricultural/farming equipment/property, and all incidents of poaching or coursing.  
 Cyber crime includes both HO-reportable and non-reportable crimes with an online crime marker.  
 The median time to respond is used.