

POLICE AND CRIME COMMISSIONER FOR LEICESTERSHIRE STRATEGIC ASSURANCE BOARD

PAPER MARKED

A

Report Of	CHIEF CONSTABLE
Subject	2016 – 17 QUARTER 4 PERFORMANCE MONITORING
Date	FRIDAY 12 MAY 2017 – 2:00p.m.
Author	CHRIS NEWBOLD, THREAT ASSESSMENT UNIT

Purpose of Report

1. The purpose of this report is to inform the Strategic Assurance Board (SAB) of Leicestershire Police performance against the Force priorities as documented in the Police and Crime Plan (PCP).

Scope of Report

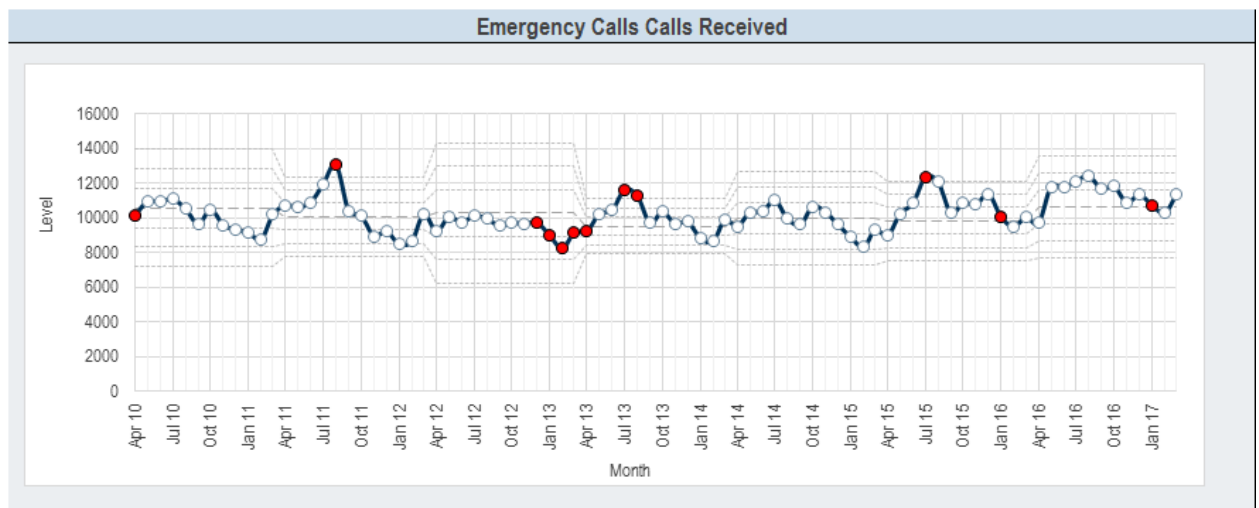
2. This report details performance to Quarter 4 of 2016-17, utilising data up to the end of year 31st March 2017.

Background

3. At the SAB meeting on the 8th May 2014, it was agreed that performance reporting to the Strategic Assurance Board is provided on a quarterly basis. This report looks at recorded crime levels in the context of long term trends. This puts the levels of crime being recorded at present into context and also indicates where levels are significantly high, or low, using statistical process control (SPC) methodology.

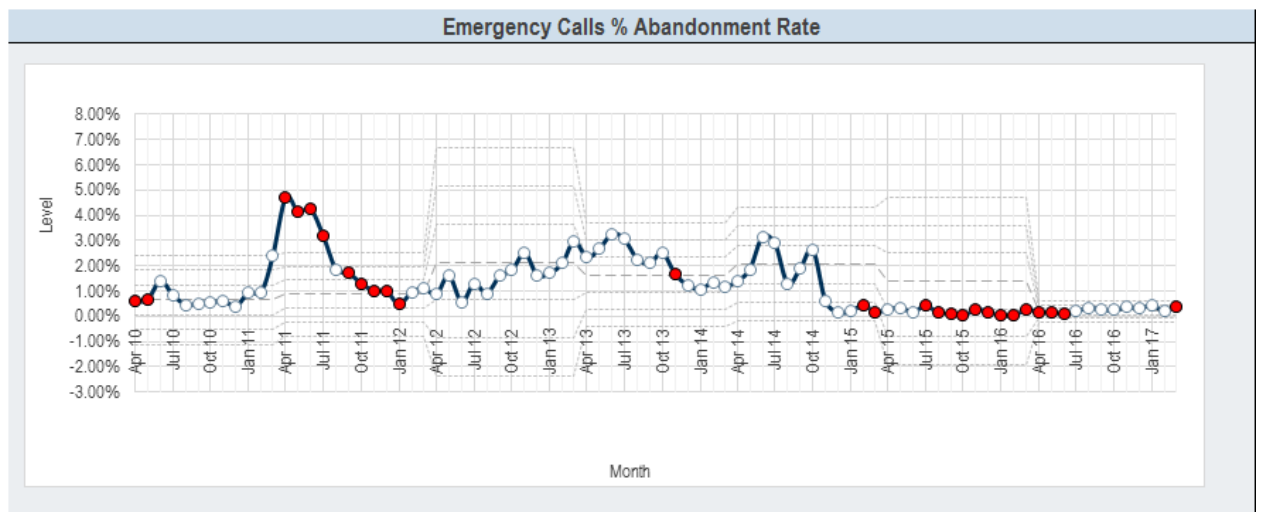
Call Handling

Emergency Calls



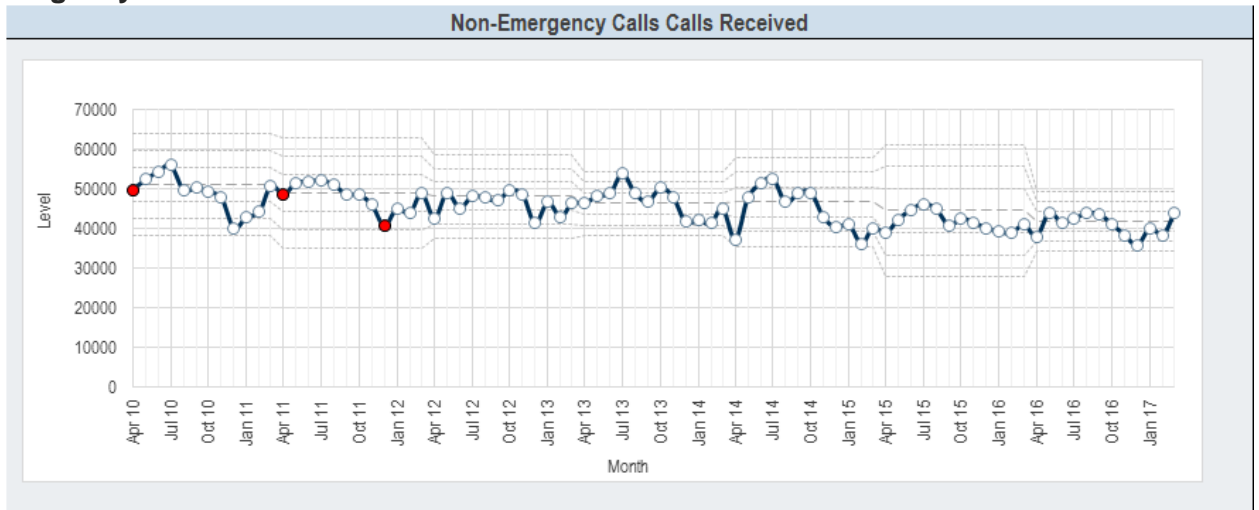
4. Emergency call volumes exhibit a seasonal increase in July and although there is not an exact annual pattern monthly call volumes have subsequently reduced as expected to the mean expected levels in February 2017. March did record increased call volumes and it is expected that there will be a rising trend over the coming months to the seasonal peak in the summer months.
5. The pattern of monthly calls does mean that January was identified as statistically exceptional despite the reducing trend over the preceding months. This is due to the number of successive months with levels above the expected mean level. The further reduction in February therefore breaks the successive 'above mean' volumes.
6. It is evident that the volumes of emergency calls received has increased over the last two years and this position will continue to be closely monitored as this forms the basis of the Force Emergency Response demand in addition to the demand in the Call Management Department.

Emergency Calls – Abandonment Rates



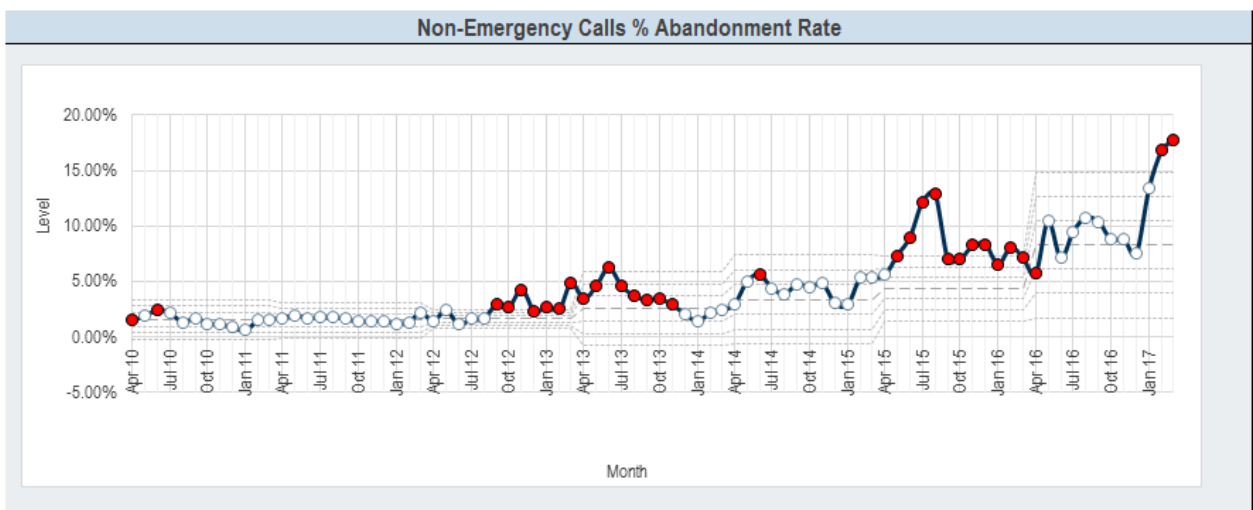
7. Unanswered calls that have exceeded the 10 second target answering time frame are described as abandoned. The abandonment rate for emergency calls continues to be very low with limited minor fluctuations. There are obvious fluctuations on a daily basis dependant on the volumes and temporal spread across the day of calls received.
8. Handling 999 emergency calls remains an absolute priority for the Force and call handler resources are actively managed to ensure the level of abandonment is kept to a minimum, and also that the calls are answered promptly on receipt with 85% of calls received during the 12 months period answered within 10 seconds.

Non-Emergency Calls



9. The monthly volumes of non-emergency calls appear to show a generally reducing trend over the period since July 2014, with some natural fluctuation in monthly volumes and an apparent seasonal rise in calls in July annually.
10. There have been periods of close fluctuation around the mean expected level from April 2016 and a reducing trend to the lower bounds of the expected range in December 2016.
11. The period since December has seen a rising trend, however this has only seen call volumes exceed the mean expected level in March 2017 and there are no concerns at this point regarding the levels of calls received or the trend as there are no data points identified as statistically exceptional. On a monthly basis the range of monthly fluctuation is all within the normal expected performance.

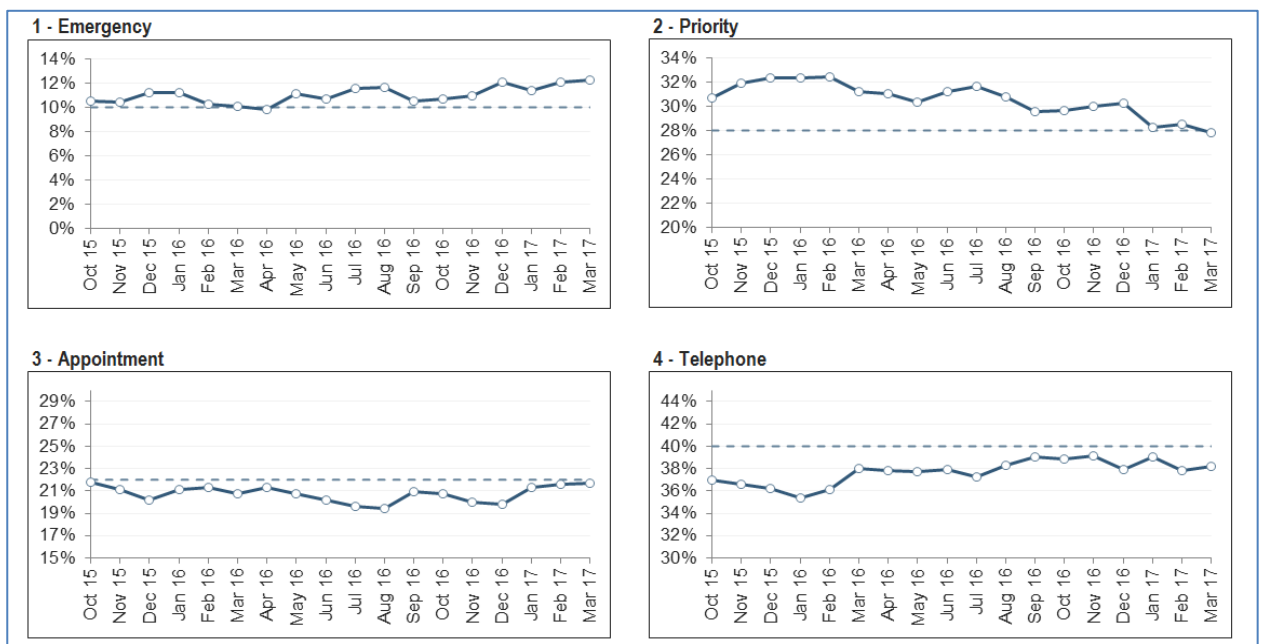
Non-Emergency Calls – Abandonment Rates



12. The abandonment rate for non-emergency calls (over 30 seconds) is much more volatile than for emergency calls. The number of non-emergency calls received is much greater than emergency calls, and although the monthly totals had been below the mean expected levels there are significant variances on a daily basis which can place excessive demand on the call handlers.

13. There has been a significant shift in abandonment rates during 2017: however, there are known contributory factors to this to include staffing levels in the Call Management Department which have been affected by seasonal increases in sickness levels, staff taking career progression opportunities elsewhere in the organisation and a number of technical failures of the IT infrastructure which supports the 101 number (IT issues are now resolved).
14. ACC Nixon is leading a gold group to support performance improvements and accelerate the recruitment of call handlers in the short term and in the medium term drive enhancement through Blueprint 2020 and Project Darwin. This work also prioritises a number of HMIC recommendations, areas for improvement and the Police and Crime Plan. A review of the seating plan is also taking place to ensure that there is the best possible match of appropriate resources to handle anticipated levels of demand.
15. Additionally there are programmes of work to better manage existing demand by adding call back options and shifting demand from non-emergency calls to e - contact channels. On-line reporting of crime has also been introduced and is in the very early days of validating the process and monitoring the public response to this. This should lead to further reduction in non-emergency call volumes over time.
16. Whilst previous temporal and seasonal patterns of calls can be analysed and inferences may be made, it is not possible to predict the future patterns and volumes of calls with complete accuracy and there will always be periods where volumes exceed capacity which will lead to abandoned calls (for example a crash on the M1).
17. In the meantime giving priority to emergency call handling will continue to protect the most vulnerable callers although this does mean that there will be times when non-emergency performance may be affected. This is an active management decision to give the highest priority response to the highest priority calls where the greatest threat and risk exists, whilst the other work-streams detailed above progress to implementation.

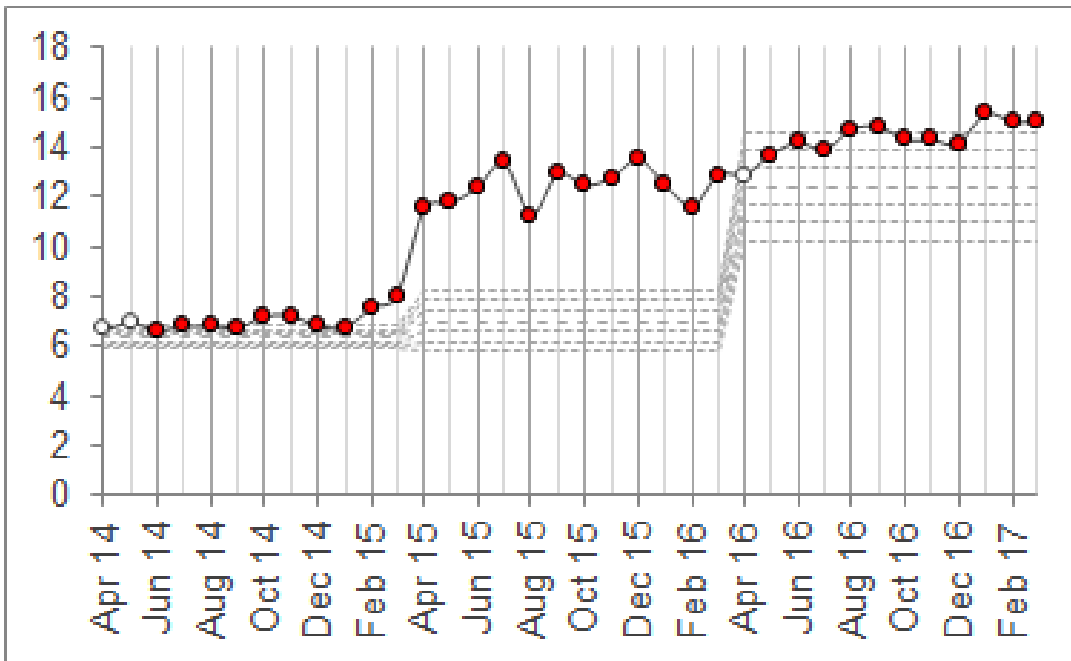
Incident Grading Profile -



Latest Figures	Total Incidents	%
1 - Emergency	2,422	12.3%
2 - Priority	5,487	27.8%
3 - Appointment	4,282	21.7%
4 - Telephone	7,547	38.2%
Total	19,738	

18. Grading of incidents since the introduction of the Edison Operating Model in February 2015 have generally exceeded the anticipated levels of Grade 1 Emergency and Grade 2 Priority Incidents. The anticipated proportions of incidents by are shown by the horizontal dotted lines in the above charts for each grade of incident.
19. Consequently, an additional 8 Emergency Incidents and 28 additional Priority Incidents per day adds to demands on response teams.
20. The increase in scheduled incidents, where the appointment is made to suit the caller, has moved the proportions of these incidents to the levels originally anticipated.
21. The proportion of telephone response incidents appear to have generally increased over the last year however, this has reached a plateau just below the model rate.

Emergency Incident Response Times

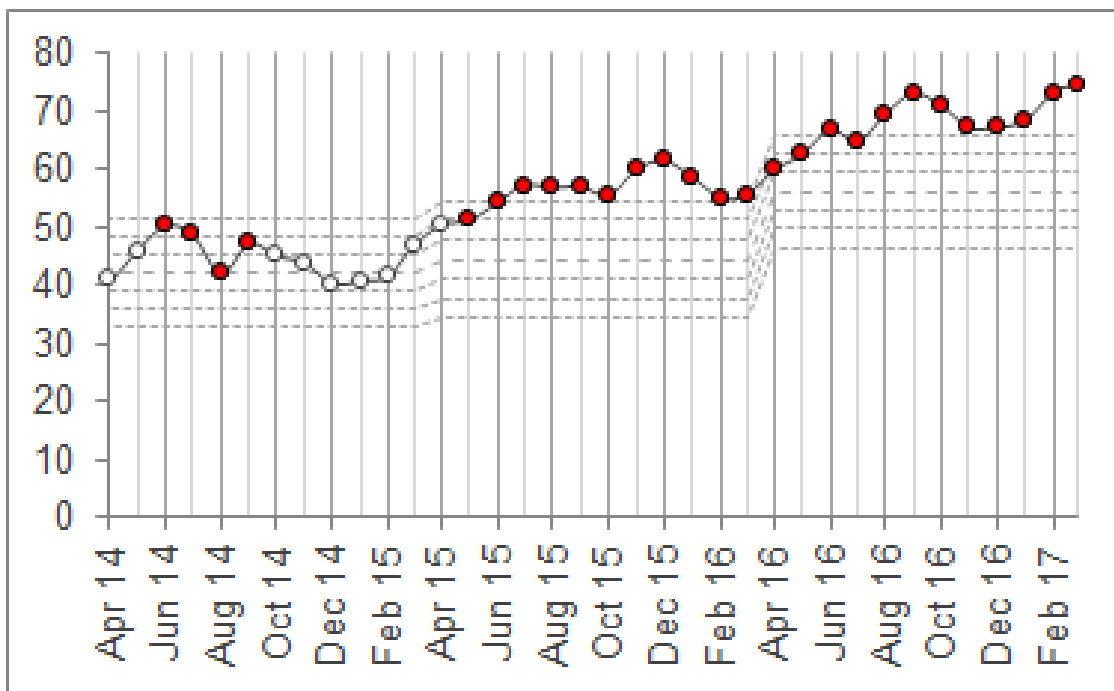


Latest Figures	Total Arrivals	Ave Time
Anti-Social Behaviour	31	00:14:15
Crime	824	00:14:48
Public Safety	1,120	00:15:15
Road Related	197	00:15:26
Total	2,296	00:15:03

22. It should be noted that there is no target time for arrival with an expectation that officers will arrive as quickly and as safely as possible, the previous target time of 15 minutes is however used as a reference point for assessment of trend performance.

- 23. There are natural variances by day of the week and time of day however, the broad overall level of arrival times is considered to be positive.
- 24. As described above, further detailed work has been commissioned by DCC Bannister as part of the Force Performance Development Group meeting (PDG) to further analyse the underlying data in order to understand any geographic or temporal variances.
- 25. ACC Nixon is leading the development of this work, which will then inform deployment decisions in respect of response resources across the Force area and the levels required to effectively and efficiently handle anticipated levels of demand.

Priority Incident Response Times

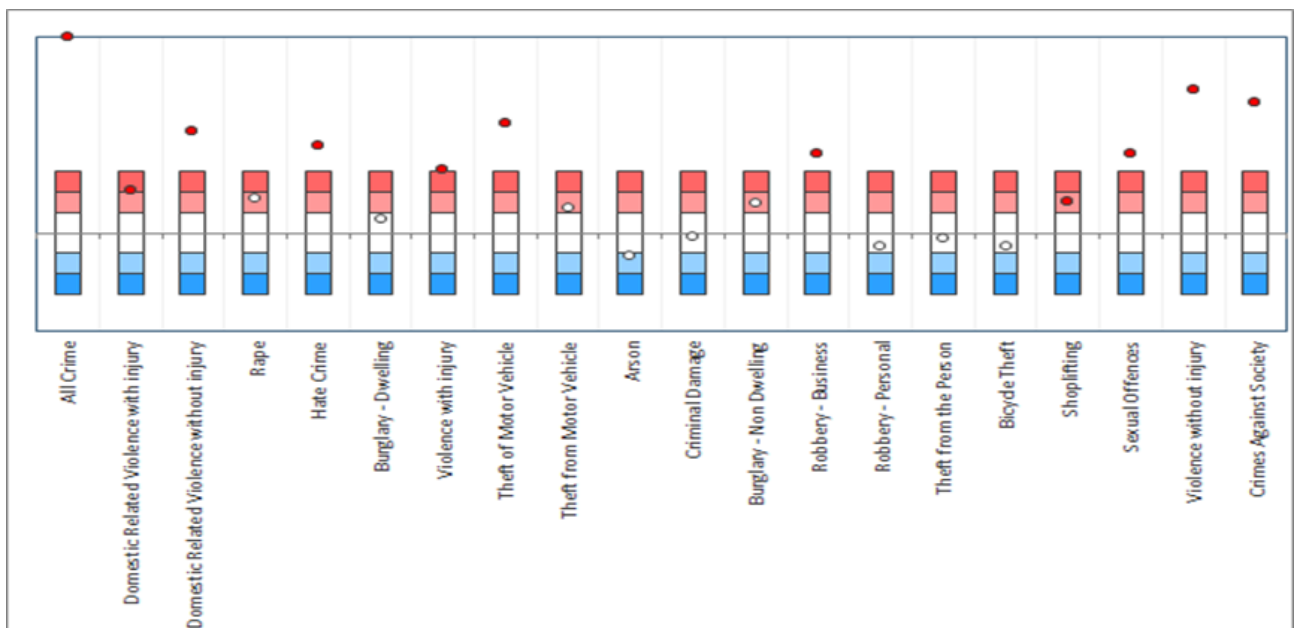


Latest Figures	Total Arrivals	Ave Time
Anti-Social Behaviour	353	00:56:15
Crime	717	01:20:47
Public Safety	1,776	01:29:56
Road Related	433	00:36:13
Total	3,643	01:14:41

- 26. Non-emergency response times continue to exhibit greater pressures with times generally greater than 60 minutes, and an upwards trend clearly evident.
- 27. As highlighted above, priority is given to Emergency calls and although the above chart shows a two year succession of significant exception points this trend is under constant scrutiny. Regular review will avoid the trend becoming out of control whilst mitigating measures are implemented.
- 28. The reference point back to the previous 60 minutes target is purely for continuity and trend interpretation

29. The assumptions made at the time of Edison were that response officers would have ready access to mobile data which would maximise their out of station available time with full access to all Force IT systems in the community however such access has until now not been fully optimised and has hampered our ability to achieve the anticipated performance levels.
30. However commencing in May 2017 a full mobile IT solution is being actively rolled out to all response officers followed swiftly by neighbourhood officers. Officers will be allocated personal issue laptops with complete desktop functionality which will minimise the need to return to the station and allow informed analysis of the operating model moving forward, thus supporting an evidenced based approach to future deployment decisions.

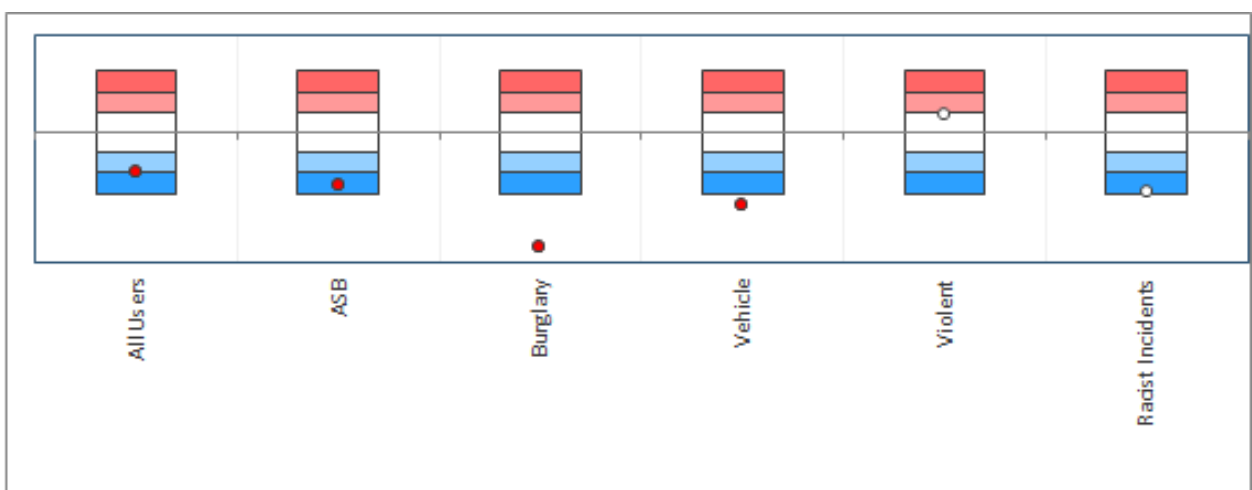
Recorded Crime Summary



31. The above chart summarises the current monthly levels of recorded crime in relation to the mean expected levels.
32. There is a National increase in crime with 40 of the 43 Forces reporting increased levels of overall crime during the period to February 2017.
33. The categories of crime locally currently reporting significantly high levels of monthly crime are; All Crime, Domestic Violence Without Injury, Domestic Violence With Injury, Hate Crime, Violence With Injury, Violence Without Injury, Theft of Motor Vehicle, Robbery-Business, Shoplifting, Sexual Offences and Crimes Against Society are also identified as statistically significantly high.
34. The higher levels of Domestic Violence Without Injury are regarded as positive, representing an increased confidence in reporting and at an earlier stage before matters have escalated to a more serious assault and enabling support to potentially vulnerable victims. They also impact on the overall levels of Violence Without Injury. There is a general increase nationally and the figures have in part been driven by the crime of Malicious Communications, which was added to this category in April 2016; this equates to almost 2% of overall crime during the year.

35. Domestic Violence With Injury have remained at a statistically significantly high level for the last seven months. However, there is a reducing trend evident during 2017. Actual Bodily Harm (ABH) offences comprise the bulk of this category and the domestic offences are approximately 35% of the overall Violence With Injury offences.
36. Hate Crime levels have again increased following a previously reducing trend which is generally viewed as a positive. There are additional factors following the EU leave vote which did result in some additional reports, although locally the impact was not as dramatic as the media reports from other areas around the country suggests was the case for some Forces. This appears to have settled back locally, although there is a current focus on hate crimes against Polish nationals that is receiving attention at a National level.
37. Weekly intelligence reports to the National Community Tension Team do not reveal any significant issues for Leicestershire at this point.
38. Crime has generally been regarded as being broadly controlled with stability in the levels of recorded crimes. A rise in a number of the larger volume categories has driven up overall crime with several consecutive months of significantly high crime recorded. This appeared to have fallen back slightly in December, however further increases are evident during the early months of 2017.
39. Overall crime rates for the 12 months which ended February 2017 are estimated at 63.6 per 1,000 population (ONS estimate population 1,055,982 in 2015). This is an increase of approximately 5.9 crimes per 1,000 since the February 2016 data.
40. Crimes Against Society include Drugs Offences, Possession of Weapons and Public Fear and Affray. These offences do not have a defined victim and are generally seen as a positive sign of pro-active policing. The current higher levels are therefore not regarded as an area for concern although there will continue to be consideration of this at PDG if the current trend continues.
41. Notwithstanding, the Force has reviewed it's performance governance structures and is implementing an Operational Performance Effectiveness Group, led by ACC Nixon which will ensure detailed scrutiny for all crime types and satisfaction performance with assigned accountability to strategic leads. This group will work to the Performance Development Group (PDG) led by DCC Bannister, which will ensure strategic oversight and direction at a wider organisational level i.e. including regional collaboration contributions to performance, HR etc

User Satisfaction

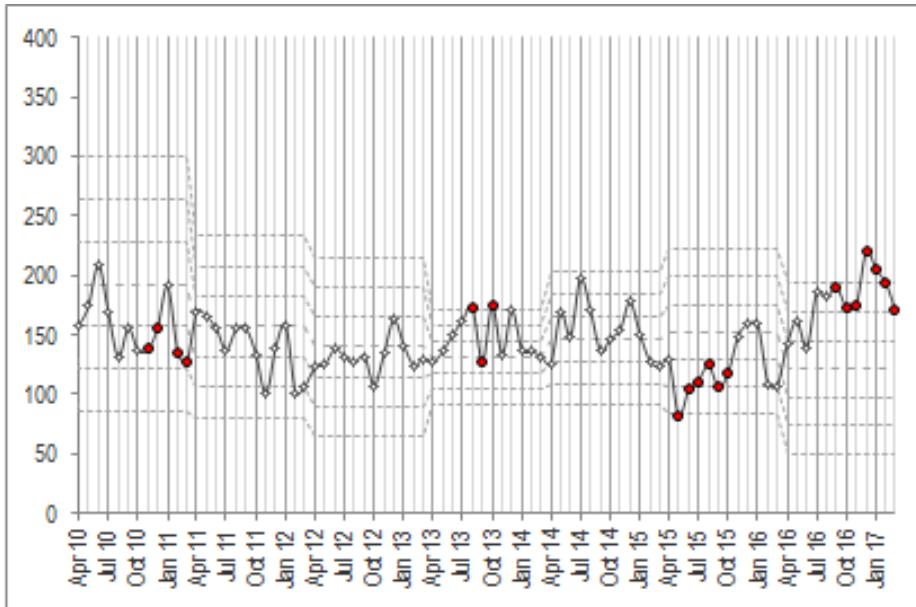


42. The level of All User satisfaction remains high at 77%
43. It is acknowledged that All User Satisfaction levels have declined, with the component offences of Vehicle and Violent and Burglary victim satisfaction each having an effect on the overall levels at different times.
44. Vehicle Crime satisfaction particularly has been affected by the changes to the policing model and the survey in many ways does not lend itself to the manner of police response to these crimes, but the structure of the survey questions has been largely fixed nationally until most recently. Nevertheless, satisfaction levels appear to have begun to recover over the most recent months.
45. Burglary satisfaction levels fell sharply over the four months to July 2016 and have remained at this lower level subsequently. The level of burglary satisfaction remains high at above 80%.
46. Violent crime satisfaction has seen nine months of gradual but sustained recovery from the low point seen in April 2016 which is contributing to the stabilised All User satisfaction currently evident.
47. It should also be noted that more than 70% of victims remain satisfied with the Police handling of their crime. The current levels are a reflection of the current resource and response to these categories of crime. Although there remains work to be done to increase levels the financial constraints and the conflicting demands of other categories of crime, which have lower volumes but significantly higher threat and harm levels, may defer any significant investment in improving this measure.
48. The method of satisfaction surveying is now open to review as the standardised National reporting has been withdrawn. Work is underway to implement a survey regime that can be responsive to changing priorities and provide appropriate data to facilitate improvements in service across all areas of business in a victim focussed manner.
49. Victim satisfaction is directly linked to performance in responding to victims expectations in a timely and effective manner, keeping them informed and taking appropriate action. This report has already highlighted identified areas for improvement in the short, medium and longer term alongside enhanced governance arrangements. Victim Satisfaction and the "victim's journey" (as described in the Police and Crime Plan) will be at the heart of these improvements.
50. The removal of constraining Home Office data requirements provides the basis for contextual satisfaction surveying which will provide diagnostic evidence to support future improvements to service, feedback to officers and staff and thus, improved performance.
51. The Operational Performance Effectiveness Group, led by ACC Nixon which will ensure detailed scrutiny going forward to drive up satisfaction levels.

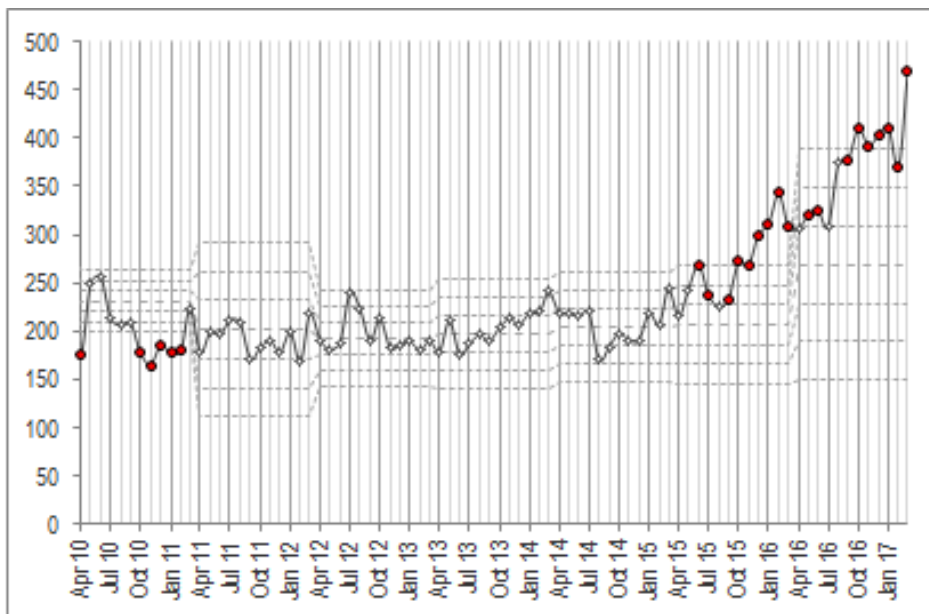
Supporting Victims and Witnesses

To increase reporting of domestic abuse and ensure a positive outcome for victims and witnesses of domestic abuse

Domestic Violence – With Injury



Domestic Violence – Without Injury

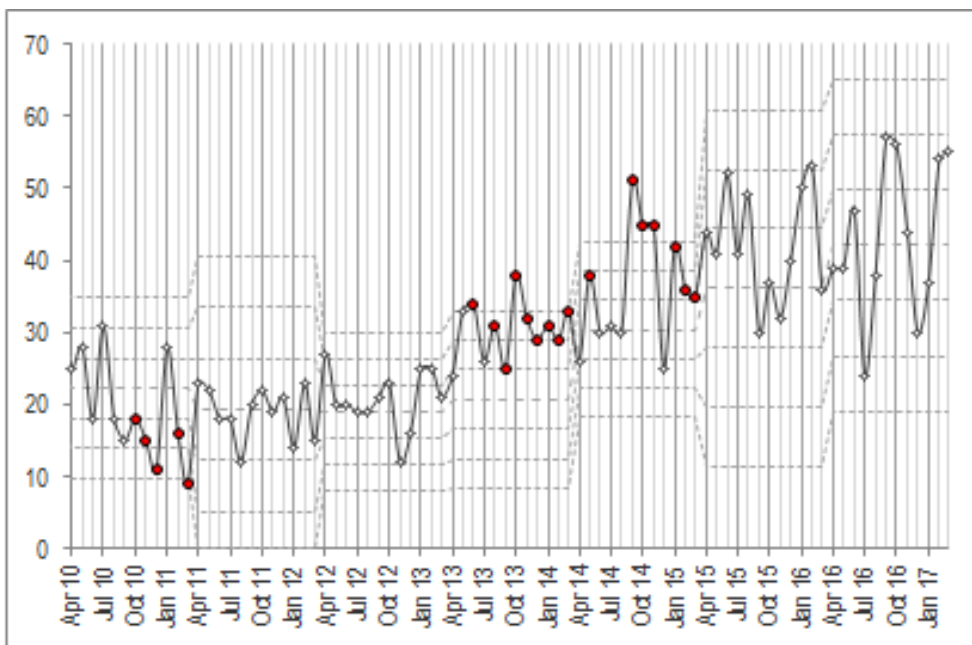


52. There are national increases evident in violent crime, and the subset of domestic related violent crime. The previous Police and Crime plan objective of increased reporting, and the work of the Domestic Abuse Investigation Officer team, together with the additional focus of the DV360 project have all contributed to an increased awareness and focus on domestic violence which are likely to have contributed to the increased recording of these offences.

53. The introduction of NICHE will also have had an impact as the means of flagging these offences changed from the previous CIS system and this formed part of the training given.
54. The introduction of two new offences as part of the overall Violence Without Injury category has also had an impact on volumes, with almost 1300 offences reported during the year of Malicious Communication or the Sharing of Private Sexual Images. The introduction of the web-form in July 2016 also had a positive impact as it made it easier for Officers to record the appropriate flags and markers on the crime records.
55. Violence With Injury offences which are the more serious offences are now reporting a reducing trend which is clearly good news. The Violence Without Injury categories have seen sharp increases and sustained levels of significantly higher than expected offences which at present show no sign of reducing. This is the category that includes the new offences and also contains the less serious offences of Harassment. Increased reporting of these is considered positive as it does enable engagement and it is hoped will prevent less serious abuse escalating over time to the more serious assaults.
56. PDG continues to consider these categories and analysis is tasked to further understand the underlying causes for these increased levels, including work on the instance of repeat victimisation. There is also a regular Domestic Violence meeting that manages the tactical work to reduce the levels of offences and the levels of risk.

To increase reporting of serious sexual offences and ensure a positive outcome for victims and witnesses of serious sexual offences

Recorded Crime – Rape Offences

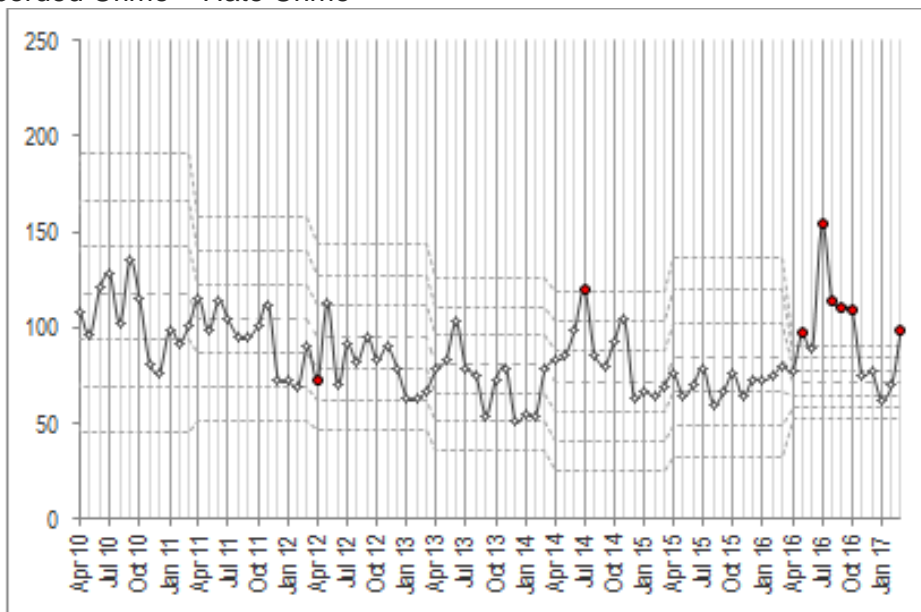


57. The level of recorded rape offences has evidenced a generally increasing trend over the last four years, with normal monthly fluctuations around this trend. The rate of increase appears to have slowed in the last twelve months, and the current pattern is wide fluctuations around the mean expected level at a generally higher level than previously seen. Increased reporting is encouraged and supported.

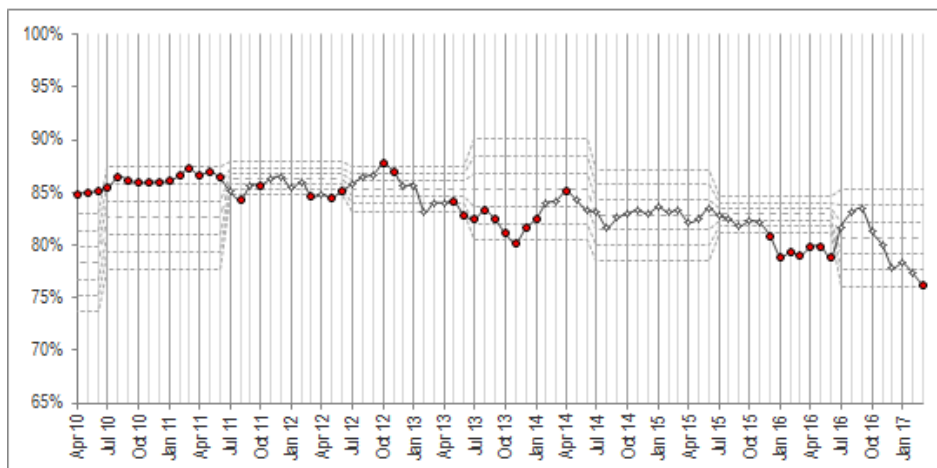
- 58. The last 18 months have seen fluctuating report levels at this generally higher band and this is now seen as the normal level for reports which does mean that there are no significant exceptions identified.
- 59. The positive outcome ratio does appear to be low at 15%. However, there were 300 offences recorded where evidential difficulties or the victim declining to engage in the prosecution precluded a successful outcome. There were just 17 offences where there was no suspect and the investigation was completed pending any further material information.

To increase reporting of hate crimes and ensure a positive outcome for victims and witnesses of hate crime offences

Recorded Crime – Hate Crime



Satisfaction – Hate Crime

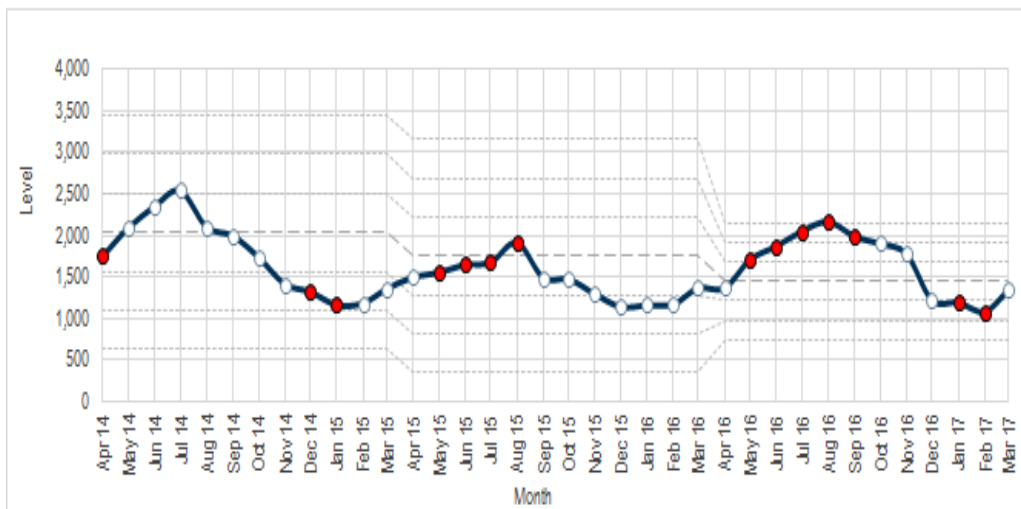


- 60. Hate Crime recording increased markedly during 2016, and saw a spike in July which coincides with the introduction of the web-form on NICHE. Subsequent months saw a reduction in levels, although monthly volumes have now recorded increased levels of offences in the most recent months.
- 61. Further work will be carried out to validate improved accuracy and detail being recorded as well as the efficiency of the recording process.

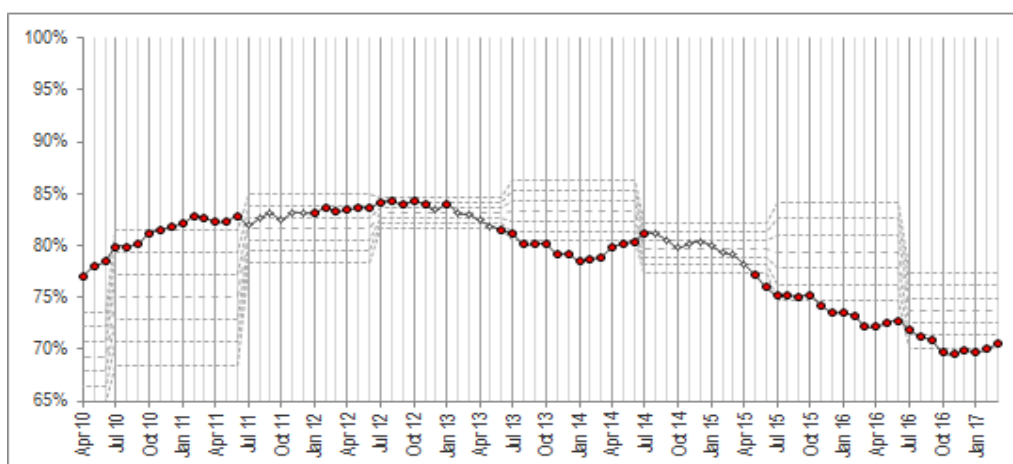
- 62. Those offences that are recorded are predominantly recorded as racially motivated hate offences.
- 63. The increased level of reporting of hate crime in the week following the EU referendum appears to have been limited and short-term however further analysis is underway to support a National collection of data relating to hate crime against Polish nationals. The recent events at Westminster also brought increased National focus on this area, although Leicestershire has not recorded any significant shift in reported offences.
- 64. Satisfaction levels have seen a decline since September 2016 and this will form part of the ongoing work to survey and analyse victim satisfaction in order to better align processes to the needs and requirements of the victims, as described above.

To prevent ASB and to continuously improve the quality of service and response to victims of anti-social behaviour

Recorded Incidents - ASB



Satisfaction - ASB

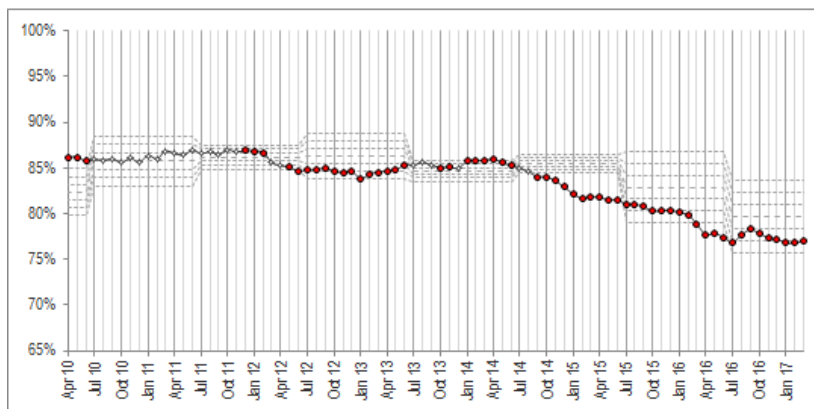


- 65. The level of recorded ASB incidents exhibit a general seasonal pattern of a fall over the autumn and winter months with an increased level of incidents building over the spring and summer period.

- 66. The continued use of the repeat caller database has enabled neighbourhood teams to effectively problem solve persistent issues, such as ASB. This work has now also expanded to include partnership agencies, so that a multi-agency response can be applied to callers of high demand.
- 67. ASB satisfaction had appeared to stabilise, and in common with several other areas of satisfaction monitoring there is now an apparent increase evident.

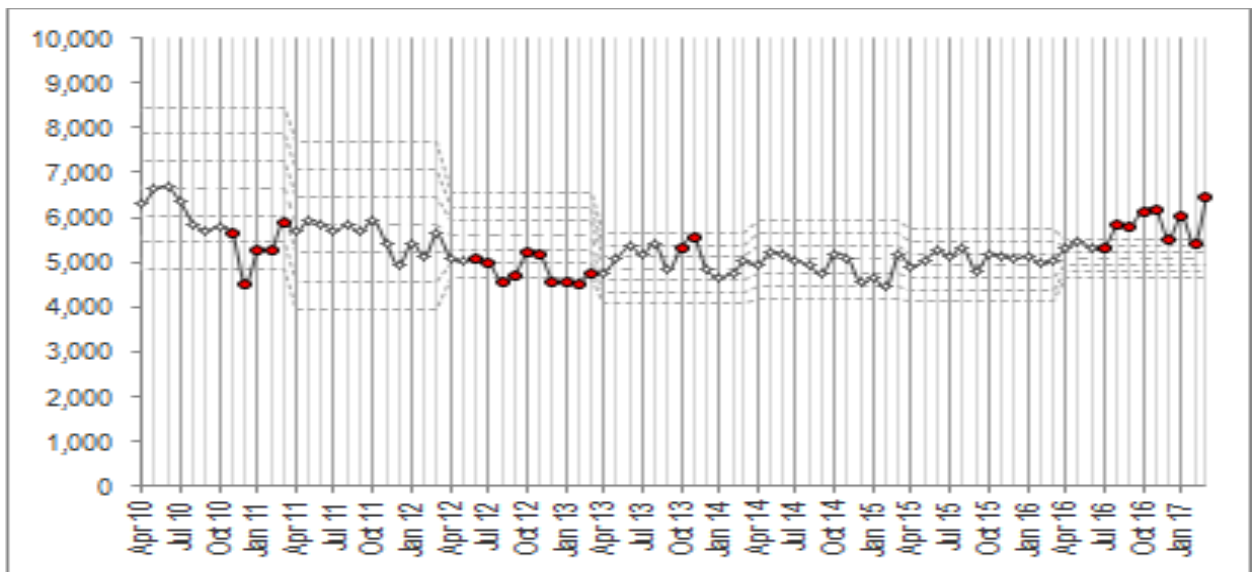
To continually improve the quality of service and response to victims of crime

All user Satisfaction



- 68. All User satisfaction constitutes satisfaction levels from a sample of burglary, vehicle and violent crime victims.
- 69. Many vehicle crimes are now non-attendant and receive a proportionate telephone based service at the outset. Therefore, the need to finalise crimes at the earliest appropriate opportunity where there are no viable lines of enquiry does mean that the current survey questions do not fit well with the current policing response and this may well have contributed to the trend seen above.
- 70. The requirement for standardised National surveying has ended, with the exception of Domestic Abuse victims. Forces can now implement their own survey regime to meet their local needs and use these to improve the victim’s experience. The current surveys will remain until any changes are implemented, in order to give continuity and to inform the Force pending the implementation of local arrangements in the coming months, as described above.

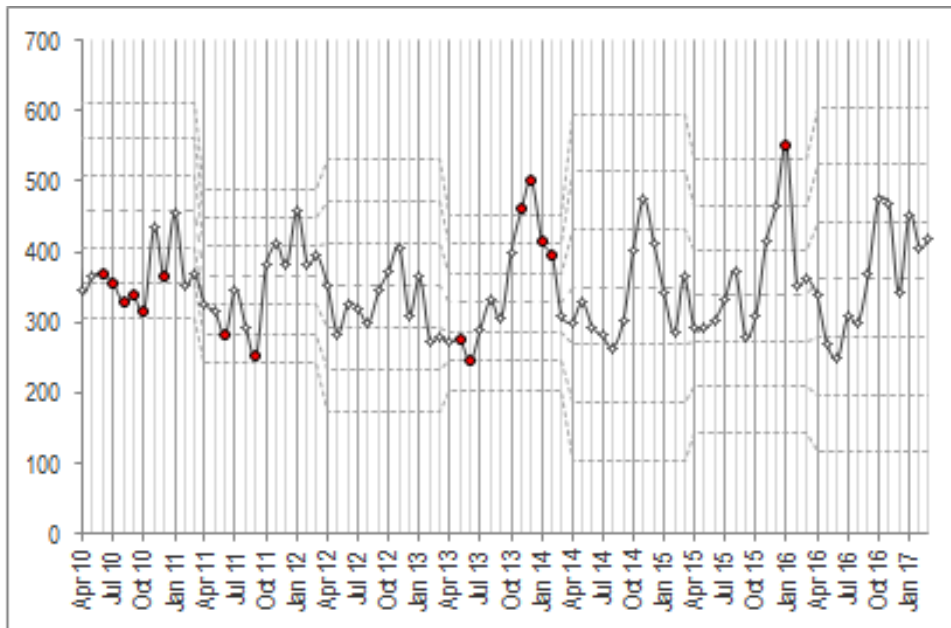
To reduce all crime



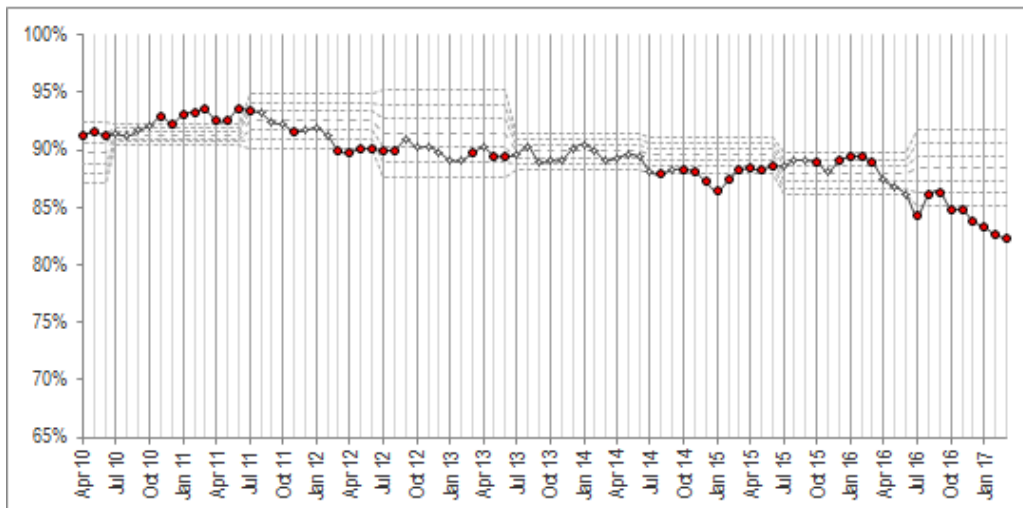
71. The above chart shows the overall recorded crime level for the Force.
72. The level of control has seen narrow fluctuations during 2015, resulting in a narrowing of the expected bounds for 2016-17.
73. Recent months have seen overall crime levels break through the upper expected bounds and record nine consecutive significant exceptions. This is due to increased levels of some higher volume crime categories and PDG has continued to trigger actions to analyse and better understand and mitigate this trend; the implementation of the Operational Performance Effectiveness Group is one such action.
74. Additionally, there is a National rise in recorded crime across many categories, and the new categories of Malicious Communications and "Revenge Porn" have added almost 1300 offences which equates to almost 2% of total crime.

To reduce domestic burglary and ensure a positive outcome for victims of burglary offences

Recorded Crime – Domestic Burglary



Satisfaction – Domestic Burglary

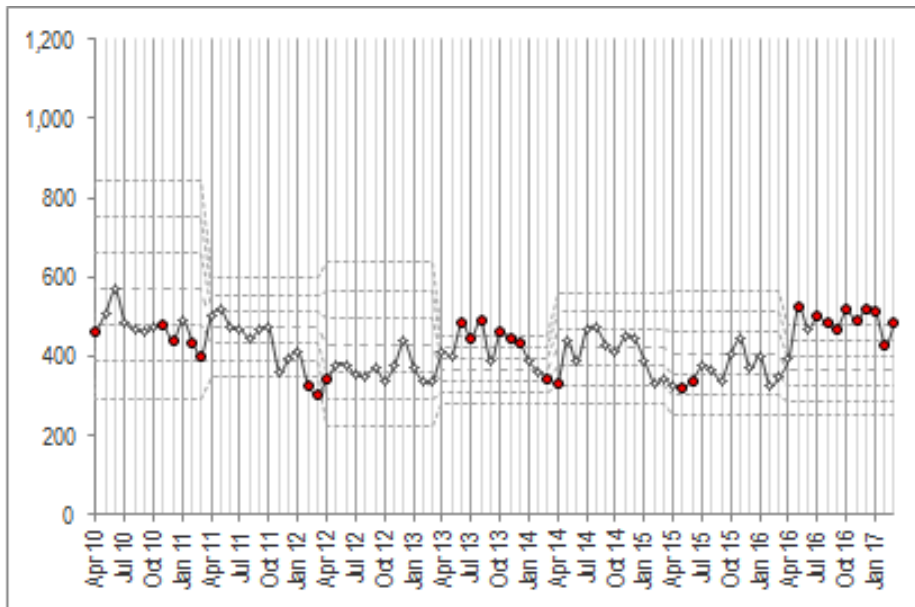


75. Burglary Dwelling offences have continued to follow the seasonal pattern in offending, with a seasonal peak around the end of the calendar year. The seasonal peak in 2016 was somewhat lower than that seen in previous years and the overall levels of offences are currently well within the bounds of expected performance.
76. A positive outcome ratio of 5.8% was recorded for the year. It is noted that the outcome “Taken into Consideration” is no longer a significant factor. In previous years there would generally have been several hundred disposals of this type, but this is no longer seen as there is little perceived benefit to offenders in “bundling” their offending history in this way. Approaches are currently being made to the courts in order to reinforce the benefit of such disposals.

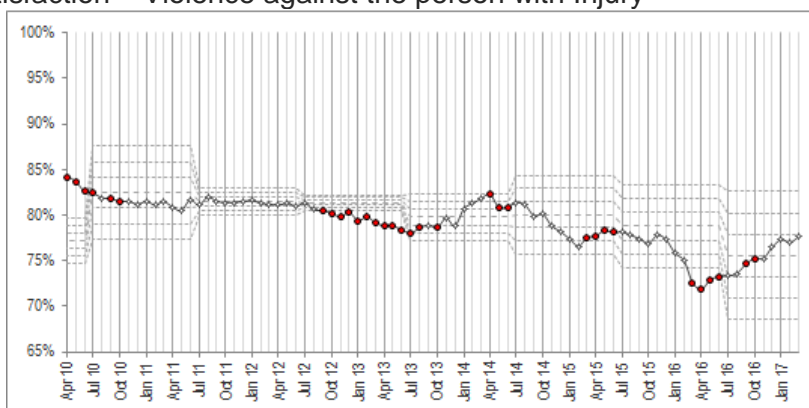
- 77. Satisfaction levels for burglary, although showing signs of deterioration over, continue to be strong currently standing at 82%.
- 78. There is currently no specific identified threat and this category continues to be monitored and managed as part of business as usual with local management of emerging local trends and targeted intelligence lead local operations.

To reduce violence against the person – with injury and ensure a positive outcome for victims of violent crime – with injury offences

Recorded Crime – Violence against the person with Injury



Satisfaction – Violence against the person with Injury



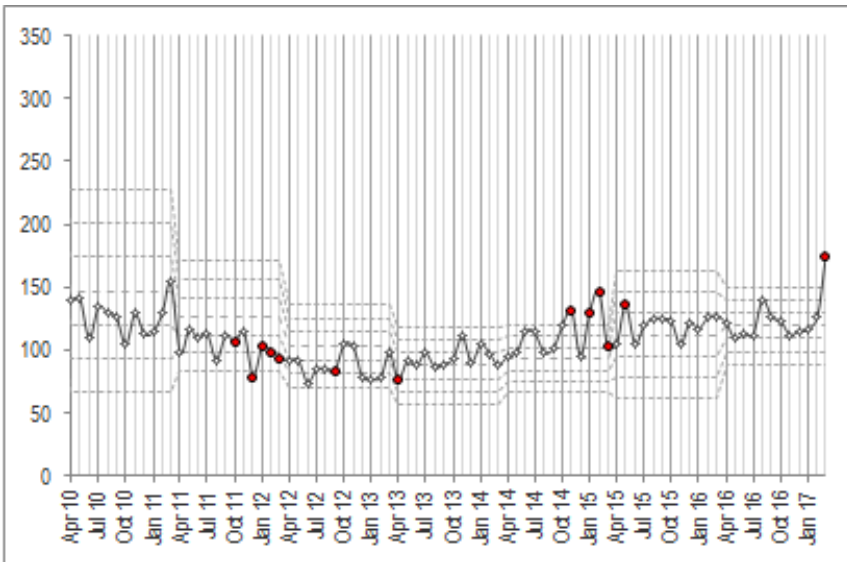
- 79. Violence against the person with injury includes offences such as actual bodily harm, and grievous bodily harm.
- 80. Levels rose sharply at the start of 2016-17 and have remained significantly high towards the upper bound of expected levels. At this stage it is not considered that matters are out of hand and this is reflective of greater reporting Nationally. This will continue to be tracked and monitored over the coming months in order to establish whether this level is the new normal level following a period of particularly low reporting.
- 81. Positive outcome ratio for this category of 18.7% was recorded for the year.

82. The satisfaction level for overall violent crime has recovered over recent months above 75%, which is an encouraging sign and reflects work undertaken to identify specific points in the process where dissatisfaction might be triggered. This work has informed decisions to review processes as part of Blueprint 2020 and specifically Project Darwin and review performance governance.

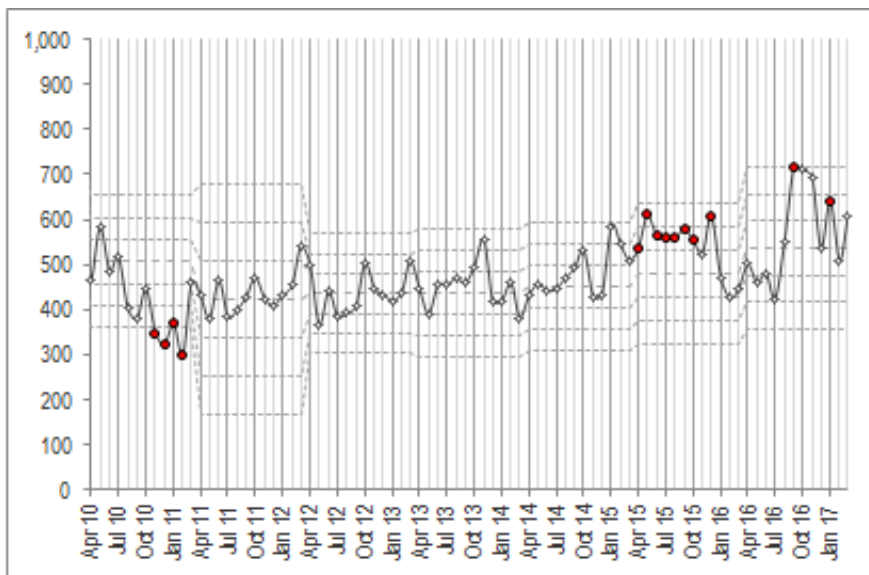
To reduce vehicle crime and ensure a positive outcome for victims

83. Recorded Crime

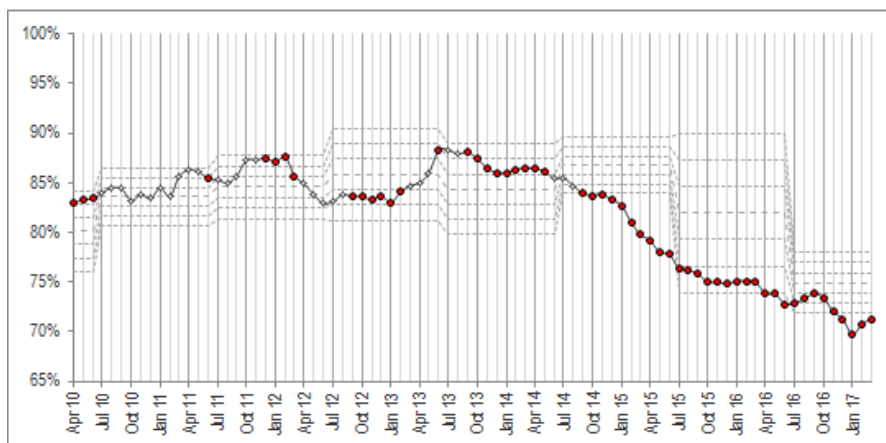
Theft of Motor Vehicle



Theft from Motor Vehicle



Satisfaction



84. The level of theft of motor vehicle offences had shown a high level of stability around the mean expected level.
85. Continued, intelligence led policing activities continue to be deployed to target the perpetrators of these crimes, including EMOpPS operations.
86. Theft of motor vehicle offences reduced during 2016 from the significantly high levels seen during 2015. The most recent months have seen a sharp and sustained increase although at this stage it is unclear whether this is a continuing trend or a one off exception.
87. Theft From Motor Vehicle offences are currently showing a reducing trend from the peak levels recorded in late 2016.
88. The Force is aware of this and further analysis has been tasked at PDG to support existing work on Neighbourhoods to address this.
89. Positive outcome ratios of 12.4% for Theft of Motor Vehicle and 2.3% for Theft From Vehicle offences were recorded for the year.
90. The satisfaction level for vehicle crime has stabilised at 73%. With the new Policing model, it was understood that satisfaction levels for theft from a motor vehicle would be lower, as the way in which they were investigated changed.

Data Quality and Crime Recording Integrity

91. The findings of the audit team are presented at the Force PDG meetings and recent meetings have reported that crime recording standards and the timeliness of recording are being maintained and in some cases show signs of improvement. "No crime" audits show good levels of crime recording and increased additional verifiable information to justify the "no-criming" across different categories.
92. There are known issues relating to the incomplete flagging of crimes with appropriate markers for metal theft, cyber enabled crime and other flags which it is anticipated will improve further following the bedding in of the web-form.
93. At the time of writing HMIC are preparing to undertake a thematic inspection in this area and future reports will reflect their findings.

Performance Monitoring Framework

94. Whilst the current performance framework has served the Force well for a number of years, as described above, it has been decided that there is now a need for an enhanced framework to be introduced to support the Strategic overview of PDG with a more Tactical Performance Effectiveness overview that can closely monitor and direct the actions of Departments and key workstreams Forcewide.
95. The Force has well developed systems and processes to direct Force resources to those offences that carry the greatest degree of threat, risk and harm. This work will be complemented by this the scrutiny as part of the new Performance Effectiveness Group chaired and led by ACC Nixon. Departments will hold their own performance meetings and report to the Effectiveness Group on a monthly basis. Additionally further strategic leads will be assigned to areas of greatest risk.
96. It is anticipated that this additional scrutiny across all aspects of demand management and performance will bring about very real improvements in the effective and efficient management of resources, and also in the management of crime and the outcomes achieved for the victims of those offences.

Implications

Financial:	No financial implications identified
Legal:	No legal implications identified
Equality Impact Assessment:	No diversity implications identified
Risks and Impact:	Reputational risk and heightened fear of crime where levels are currently high
Link to Police and Crime Plan:	Police and Crime Plan Performance

List of Appendices

None

Background Papers

Performance Monitoring Paper B presented at Strategic Assurance Board May 2014.

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