

Report to the Commissioner's Performance and Delivery Board

Date: 6 December 2017

Title: Force Performance

From: Chief Constable



OVERVIEW OF RECORDED CRIME

1. Within the rolling year up to, and including, September 2017 the force has seen an increase in reported 'all crime' of 26.5%, which equates to 32,340 extra crimes compared to the same period during 2015/2016. Account needs to be taken to the impact of CDI which is discussed in detail in a separate paper. However, the force has responded to this challenge and has charged 1,620 more offences compared to the previous year (equating to 12.6%). In addition, the number of arrests made has increased by 5% (+1604) to 31,121 in the last 12 months (to September 2017) compared with the previous 12 month period.
2. The force has recently appointed a Head of Investigative Skills Progression to drive continuous improvement in levels of accredited detectives and investigative standards. The force is developing a programme called 'Investigate First' that seeks to attract and recruit candidates who are interested in being fast tracked to Detective Constable. This programme will enable the student to achieve their Diploma in Policing and become an accredited detective by the end of two years. The force is currently designing and developing its recruitment campaign and selection process for this programme, having obtained the learning and experience of the recruitment and assessment campaign run in Hampshire Police. It is anticipated the design stage will be completed and ready for launch at the end of 2017.

EMERGENCY (999) DEMAND & PERFORMANCE

3. Utilising 2011/12 as the baseline year prior to the implementation of 101 in November 2011, 999 call volumes have shown a significant increase in the last two years. Using directly comparable data from April - October 2011, 999 call demand for the year 2016/17 increased by 14% and for the same period in 2017/18 showed an 18% increase against that baseline, a further 4% increase on the previous year.
4. Average wait time to answer 999 calls has increased from 4 seconds, in the baseline year (2011/12), to 8 seconds in 2016 and is currently showing a 13 second wait time, this year to date. This increased wait time is due in part to the new operating model being utilised to improve 101 performance, meaning that call handlers are no longer ring fenced only to answer 999 calls, resulting in the increased waiting times to answer if no call handler is readily available and has to be diverted from another call. Whilst there has been an average 5 second increase in wait time, protection of threat, risk and harm is still prioritised against the significant increase in 999 demand over the financial year to date (April to October), with over 6000 more 999 calls being answered this year.
5. 999 abandonment (BT abandoned and represented) has also shown an increase from 0.3% abandonment in the baseline year, to 1.09% last year and 1.77% in the year to date. Call abandonment can be for a variety of reasons, including incorrectly routed calls by BT (a significant issue this year due to the increased volume of calls they are handling nationally), incorrectly routed calls by other agencies or alarm companies and genuine abandonment. To mitigate the risk each abandoned 999 call is immediately reviewed by a supervisor to determine who the call came from and intervention is made straight away if the call is determined to be from someone who may be seeking police help via the 999 system. An audit log is kept of all interventions each day and any abandonment patterns relating to other agencies are managed where possible.
6. July 2017 showed the highest 999 call volume this year with 30,107 being presented in that month alone. This slightly reduced in August and to date, but has not returned to previous year's monthly average of 25,000 calls. Notably October 2016 and 2017 call volumes (usually when call volume begins to drop off) are comparable to the call demand seen at the peak summer month of July 2015.

NON-EMERGENCY (101) DEMAND & PERFORMANCE

7. Again taking the baseline year as 2011/12, 101 calls volumes have exponentially increased over the years. 2016/17 comparisons show a 37% increase against baseline year of 2011. However the 101 call demand for 2017/18 remains stable and on a par with the volumes seen in 2016/17. But the significant increase in the volumes of 999 calls are impacting on 101 call handling, as staff work to protect and answer 999 emergency calls as a priority over non-emergency calls.
8. Average wait times to answer have increased from 0:29 seconds in the baseline year to 2:58 minutes in 2016 year and 3:37 minutes this year to date. 101 call abandonment has shown significant increases from 3.53% at baseline year to 20.13% in 2016 and 20.92% in 2017 over the 7 months comparator period of April to October.
9. Protection of the 999 service against the backdrop of an 18% increase in 999 calls (30,507 in July 2017) has meant that resources have been utilised to respond to the emergency calls coming in, over and above the non-emergency calls. With an average call handling time of 5:05 minutes per 999 call this has meant that an extra 2,567 average hours has been spent protecting our 999 service, this year to date. Without the increase in 999 call volumes this year it would have meant that 25,457 more 101 calls could have been answered by the available resources (based on an average handling time of 6:05 minutes), reducing our 101 call abandonment by 7.5 percentage points.
10. The conversion rate from calls to CADs (incident creation) is on average 60%. This means that around 40% of our demand is resolved over the phone in the Force Control Room (FCR) or Investigation Management Unit (IMU). At least 20% of this call demand relates to a plethora of issues including internal calls for service, information and updates, public calls for information, questions and / or updates, queries about lost property, civil matters and calls that need to be re-directed to other agency services. Understanding and addressing this demand with other agencies and through alternative service provision via the website and channel shift in the longer term will help to relieve the pressure on the 101 service and improve service provision.

NATIONAL PICTURE AND FURTHER FORCE CONTEXT

11. BT 999 Liaison has reported this year that the national trend for 999 calls continues to increase. Since June 2017, BT 999 Liaison reports that 999 calls for all emergency services have risen from 80,000 per day to 101,000 per day.
12. The national picture on the 101 service is equally comparable. Recent benchmarking conducted by Kent with a number of other forces nationally has shown the same trends and performance impacts.
13. Repeat callers present a significant impact on demand and performance. These include callers struggling to manage their mental illness; we are working closely with the Central Analytical Team, Divisions and in some cases mental health professionals to identify these individuals and address their needs in a coordinated manner as part of their wider care in the community. Other repeat callers are identified and efforts made to address the root cause of the calls to reduce the impact on the service. We are also awaiting an IT solution for the automation of Central Alarm notifications into our command & control system, negating the need for call answering and speeding up the response as the solution creates an automatic incident log on the command and control system for immediate action.
14. Staff recruitment and retention remains a challenge within the Command, with 42% of our leavers transferring to other roles in the force. September 2017 saw a greater than usual number of leavers with 20 staff taking up opportunities to enhance their careers and undertake new roles created under the new policing model (New Horizon). This year to date we have seen 104 leavers from across the command equating to an average 25% turnover. This has significant impact on the skills and experience of our staff, with the highest turnover seen in our telephony and radio dispatch staff.
15. Channel shift presents opportunities to manage demand through self-service, on-line incident and crime reporting as well as our future aspirations around greater use of social-media channels.

16. This channel shift work continues as part of the FCR Transformation Board, overseen by the Assistant Chief Constable for Central Operations. This has been set up to deliver service improvement alongside the significant IT replacement / implementation program already due to occur over the next two years. In tandem with this will be a plan to take our service forward, increasing channel shift in line with the need for an accessible service fit for and adaptable to the needs of the public for the next 5 – 7 years.

IMU DEMAND & PERFORMANCE

17. The IMU has had a challenging seven months following the Her Majesty's Inspectorate of Constabulary and Fire and Rescue Services (HMICFRS) crime data audit earlier this year, coupled with the high levels of demand for service experienced continuously since May 2017, as seen across the whole command.
18. There has been a substantial rise in the number of public calls the IMU receives. For the FY 2016/17 between April and October 41,438 calls were received from the public. For the same period for the FY 2017/18 that figure is 51,323 calls, representing a 24% increase in demand.
19. A similar increase in demand has been seen with regard to the numbers of recorded substantive crimes. For the FY 2016/17 between April and October, Kent Police recorded 75,228 substantive crimes. For the same period for the FY 2017/18 that figure is 103,810, representing a 38% increase in demand. This includes the identification and recording of multiple offences and / or offenders within a single call or i-form.
20. The implementation of the New Horizon model in September 2017 culminated in the implementation of a number of new processes within the IMU. IMU staff now conduct a risk assessment process for each identified outstanding suspect when a crime is initially recorded. Categorising each outstanding suspect as Red, Amber or Green according to a risk assessment matrix provides a consistent assessment at the initial point of crime recording. This enables divisional policing teams to prioritise the arrest of outstanding suspects in order of the threat, risk or harm they present. Whilst this process takes approximately 3 – 4 minutes per suspect and has increased call handling times, it does ensure threat, risk and harm is consistently assessed.
21. The launch of the IMU Hub under the New Horizon model has allowed the unit to innovate and develop the Desktop Investigator role. The Hub absorbs about a third of all daily allocated divisional local policing crime for supervisory review. The Desktop Investigators progress any identifiable, reasonable lines of enquiry before making a decision to file or allocate the crime to local policing teams for further investigations. But it is the early identification of vulnerability in relation to each crime report which makes the IMU Hub so effective; making Adult Protection or Child Protection referrals, liaising with other departments or partner agencies and safeguarding victims at the outset of a crime report has proved to be very effective.
22. Processes and staffing within the unit have now stabilised and as a result the IMU has seen a significant uplift in its performance during the month of October. However as a consequence of the demand pressures from increased reporting combined with the process changes required to improve crime data integrity, call abandonment has risen. April to October 2016/17 call attrition was 4.77%, compared to the 18.8% attrition seen in the same period this financial year.
23. In order to effectively manage service delivery all calls to report a crime are now answered and triaged by the Force Switchboard at the initial point of contact, who are able to manage the expectations of the caller when there are extended wait times to answer within IMU. This gives the customer the choice of remaining in a queue to be answered or to utilise the alternative reporting mechanism of online crime reporting.
24. Furthermore IMU now operates a 23 minute bounce-back on all calls, whereby a member of the public who is not answered within that time is diverted to the Switchboard or out-of-hours, into the FCR for their call to be answered and an incident report created for recording by the IMU. This time frame has been set following a review of the empirical evidence of the average call wait times which shows call abandonment rises significantly after this point.
25. Online Crime Reporting is on line and provides the public with channel choice as the first part of the channel shift program.

26. Data accuracy is critical to the effective and efficient recording of crime and is therefore a key element of IMU performance. Data accuracy, as measured by the Data Accuracy Team has improved over the past 4 months with October's data accuracy being 99.12% (173 errors in 19465 crime reports). Utilising effective and robust quality assurance processes within the unit in tandem with the data audit processes conducted by the Data Audit Team ensure IMU continues to adhere to the highest standards of initial crime recording and investigation.
27. Ensuring that the IMU has sufficient capacity to manage its many and varied functions including public calls, risk assessment of offenders, desktop investigation and crime allocation is key to delivering a good service to victims. There has been an increase in the IMU establishment to assist in meeting demand. Five investigator courses have taken place which will result in the unit achieving its full establishment strength in December 2017.
28. Additionally to maximise productivity, IMU have reduced their night time operating hours in order to boost resilience during the core operating hours of 0600 – 2300 hours. The new shift pattern commenced on 30 October, rationalising the teams from 5 to 4 and providing a greater degree of resilience (17 to 21.33 FTE per team). This pattern allows for 'bolster' shifts 4 days a week, whereby a second daytime team is on duty to deal with the broad spectrum of crime recording responsibilities. Additional benefits include the ability for team briefings to be conducted allowing for consistent key messaging and leadership. The bolster shifts allow for relevant CPD & training to be delivered to staff to maintain high standards of performance and competence without a detrimental effect on performance.

NEW HORIZON UPDATE

29. The New Horizon model was introduced on 12 September 2017 following an extensive design and consultation period both internally and externally. Early signs are extremely positive with numerous examples of exceptional service delivery particularly focussed upon the most vulnerable victims and witnesses. A snapshot of some of these examples are as follows;
 - Domestic Abuse PCSO East Division – working with the Community Mental Health Team to identify a vulnerable victim of domestic abuse. Barriers were broken down through meeting at a neutral and mutually agreed location (Mental Health appointment) to support and safeguard against exposure to future crimes.
 - Missing Child Exploitation Team PCSO North Division – using the available time within the new role, the PCSO developed a professional relationship with a regular vulnerable 14 year old missing person. She historically went missing several times a week and had a mistrust and poor relationship with Kent Police until this occasion. She has now stopped going missing and is being supported through education opportunities.
 - Investigation Management Unit (IMU) – with the introduction of Desktop Investigators, since Go Live a third of daily allocated local policing crime has been absorbed within the IMU Hub as opposed to allocation. This has significantly reduced the demand within divisional policing whilst continuing to provide the first class victim service.
 - Missing Child Exploitation Team West – the average times missing for October 2016 were 141 hours, this has reduced to 8.37 hours for October 2017. In October 2016, 146 missing reports were received compared to 111 reports in October 2017.
30. Following the implementation of New Horizon, a structured review process has been identified to understand whether the model is delivering as designed. The timeline for this is as follows;
 - September – December 2017: progress and monitoring (focus groups / workshops, surveys);
 - January 2018: two-week data collection to inform an emerging findings report;
 - April 2018: full post implementation review.

MENTAL HEALTH - POLICING AND CRIME ACT

31. The Policing and Crime Act 2017 received Royal Assent on 31 January, but is being introduced in stages. Changes to the police powers and places of safety provisions under the Mental Health Act 1983 will come into effect on 11 December 2017. A comprehensive communication plan has been drafted notifying staff of the relevant changes. The force lead will provide a video blog highlighting the changes which will be mandatory viewing for all front line officers.

32. Key changes include:

- **CONSULTATION:** Where practicable an officer must consult a Mental Health Professional prior to detaining under Section 136.
- **LOCATION:** Section 136 can now be exercised where a person is in any place other than a private dwelling or its associated buildings or grounds.
- **SEARCHES:** Provides officers a protected search power if they have reasonable grounds to believe that a person may be a danger to themselves or others and is concealing something on their person that could be used to injure themselves or others.
- **LENGTH OF DETENTION:** This has reduced from 72 to 24 hours unless the patient's mental or physical condition prevents an assessment taking place in which case the patient's responsible medical practitioner can extend the detention up to 12 hours. If the person is being detained in a police station, an officer of the rank of Superintendent or above must also approve the extension. The length of detention commences when a person arrives at a place of safety, A&E or in exceptional circumstances, police station.
- A police station can only be used as a Place of Safety for adults if the person poses an imminent risk of injury or death to themselves or others; and because of that risk, no other place of safety can reasonably be expected to detain them.
- A police station must not be used as a place of safety for a person under 18 years of age under any circumstances.

Mental Health Police Team

33. The Mental Health Policing Team actively investigates around 40 crimes a month at their respective mental health NHS venues, often dealing with complex individuals. Working with local policing teams, community safety units and partners the team are engaging with those individuals that place a repeated demand on the organisation by way of repeat calling or those detained under the Mental Health Act.

Community Triage

34. The community triage services in Medway and Thanet will be evaluated in partnership with Kent and Medway Partnership Trust (KMPT) in January 2018 which will enable six months' worth of data to be gathered. The number of referrals remains static and no other peak hours of activity have been identified therefore hours of operation remain the same.

Well-being and Crisis Café

35. There are 17 Well-being and Crisis Cafés across the County that operate on certain days and at certain times depending on location. These venues are commissioned by the Clinical Commissioning Group (CCG) and provide an alternative pathway for officers to consider when dealing with vulnerable people. As there is no uniformity in hours of operation or service provided, officers are reminded on a daily basis when their local facilities are open and the referral criteria. Working with partners, we will monitor the referrals made to these venues and opportunities to increase their use.