

Report to the Commissioner's Performance and Delivery Board

Date: 27 September 2017

Title: Force Performance

From: Chief Constable



FORCE CONTROL ROOM

999 Demand and Performance

1. The financial year April to August 2017 shows the same percentage of calls answered on their primary presentation from BT against last year (99.01% in 2017 versus 98.56% in 2016). This has been achieved against a backdrop of an increase of 4% in 999 calls compared to last year, within the same period.
2. Call durations and call waiting times have increased slightly over the same period; however protection of our emergency response remains high, with less than 2% call abandonment on the primary presentation of calls from BT. This remains under the historic national threshold indicator of 5%.
3. Dedicated 999 call handlers are no longer deployed but response to service is proactively made through effective telephony demand supervision. This has not shown any detrimental impact on service provision.

101 Demand and Performance

4. Financial Year April to August 2017 shows stability in calls answered, with no change in the volume of calls abandoned over the same period. 101 demand has reduced by 4.5% compared to the same period last year.
5. In June 2017 call durations and call waiting times on 101 were deteriorating due to the increased volume of 999 calls being received and the need to prioritise answering them over 101 non-emergency calls. To prevent further deterioration and improve service provision for 101 calls a decision was taken to utilise all call handlers to answer both 999 and 101 calls as opposed to ring fencing call handlers to a specific call type. This has improved 101 performance; August 2017 has shown an 8% improvement on call attrition from August 2016, with 10.3% call abandonment this year, against 18.7% for the same period last year. This service level improvement is significant as it has been achieved at a time of peak demand and has stabilised this quarter's performance.
6. Performance across the 101 service fluctuates by day and shift, with late turn presenting the highest demand and service challenges. Analysis into the cause and effect continues to be explored in order to further improve service levels. This includes a review of the shift pattern fit of all workers, improved understanding of repeat callers to better meet their needs in liaison with partner agencies, internal call impact, call routing methods and an end to end process mapping review seeking to provide the most efficient service possible to meet demand.
7. The Command continues to aspire to a 5% or less call abandonment.

Switchboard Demand and Performance

8. Callers to 101 have the option to self-service through the interactive voice response (IVR). Alternatively they can chose to be connected to the Switchboard who will triage their call, assist with their enquiry at that initial point of contact where appropriate to do so or route the call to the most appropriate person or department to deal with their enquiry.
9. This equates to 164,000 calls financial year April to August 2017. Initial response and triage to these calls remain high with less than 3% call abandonment and an average call wait time of 15 seconds.
10. Improvements have been made to our in-queue messaging and callers are now advised of their place in the queue and informed that they can report a crime or incident on-line should they wish to do so.

Contact Handling and Channel Shift

11. A significant programme of work is being undertaken in the command to address call demand and increase the choice of methods of reporting crimes and incidents. This work includes a review of the appropriate use of our 999 service, call type classification analysis and any trend changes, repeat caller and partner service usage, outgoing call demand and increased partnership working opportunities. These work streams seek to reduce the demand on our service through appropriate sign posting, routing and process efficiencies.
12. Offering alternative routes for the public to report crimes and incidents in non-emergency situations remains a high priority in order to increase choice and accessibility whilst mitigating some of the call demand. Utilising on-line transactions, such as on line crime and incident reporting provides the opportunity to manage demand differently. It enables us to flatten the demand spikes by processing on line transactions at times of low demand. This will allow us to make the most efficient use of resources who can dual handle on line transactions in tandem with calls thus improving overall service provision, efficiency and accessibility.
13. On-Line Crime and Incident reporting went live on 5th September 2017. This has been a 'soft launch' - utilising it as an option on the Force website, by Switchboard staff offering callers this option and its promotion on the IVR and in-queue messaging.
14. Use has increased week on week to date and the optional survey completed at the conclusion of service, whilst limited at present has been positive overall. It has shown this to be a service that most would use again in the future as their service of choice. Greater analysis and results will be forthcoming in the months ahead as use of the service increases.

MENTAL HEALTH

15. There is still no definitive start date for the implementation of the Policing and Crime Act 2017 in relation to the changes to the powers of detention under the Mental Health Act 1983. Whilst this has been delayed work has already commenced to ensure that all A&E Acute Trusts Boards are fully aware of the implications.
16. The Mental Health Policing Team (MHPT) was fully staffed on the 12th September 2017. The additional member of staff now provides the team with capacity to fulfil its role and work with those people who cause excessive demand for Kent Police and its partner agencies.
17. The number of people detained in Kent on a Section 136 continues to rise which is following the national trend. A number of those detained have been sectioned multiple times and these people will be the subject of focus by the MHPT who will work with partners to seek a multi-agency response to the person's needs.
18. Medway Community Triage Service commenced at the end of June 2017. In collaboration with KMPT and CCG leads for mental health a full evaluation of both the community and county wide services will commence in September 2017 however, the numbers of referrals remain low. During August 2017, Thanet had 22 referrals, Medway had 13. Additional work is being undertaken to examine demand outside of operating hours to establish if a change to the current hours would be beneficial.

VICTIM SATISFACTION

19. In April 2017 the Home Office reviewed the statutory requirements for all forces to provide a standard victim satisfaction survey for vehicle crime, violence and burglary and decided to remove these as mandatory requirements. Hate crime victim survey remained along with the introduction of a service delivery survey for victims of Domestic Abuse. This has given the force the opportunity to review how it consults with victims, witnesses, the public and its staff to improve service delivery for the most vulnerable victims.

20. The review will consult with victims of rape and serious sexual offences, victims affected by residential burglaries, person's subject of a Stop and Search process, detainees where force was used, and internal consultation with staff on a number of matters such as personal protective equipment. This will inform policy decisions, and help assess operational evaluations.
21. The review will allow the force to undertake a range of consultation from victims and members of Kent's community to ensure that we are constantly reviewing and improving the service our officers and staff deliver. The process also allows for short term consultation on specific matters through the use of social media and instant polls.
22. In relation to Hate Crime, the user satisfaction survey July 2017 showed that 3 out of 4 victims were satisfied with the overall service they experienced. The main area where the force is continuing to improve is in relation to keeping victims updated.
23. In the recent Domestic Abuse satisfaction survey May 2017, 87% of initial contact and first response were satisfied and overall satisfaction was 92%. In addition, the force met the expectations of 56% of victims surveyed, 44% had an improved opinion of the Police after their experience.

OPERATION CAPTURE

24. Police forces throughout the UK are faced with high demands during peak summer season. Coupled with Her Majesty's Inspectorate of Constabulary (HMIC) inspection relating to Crime Data Integrity (CDI) and the way Kent Police record crime, an anticipated rise in demand was realised. Kent Police has also transitioned into a new policing model (New Horizon), focused on the most vulnerable; which went live on 12th September 2017.
25. Operation Capture was Kent Police's response to tackle and stem increased demands in outstanding suspects sought for arrest, active crime investigations progressed in a timely manner and timely attendance to 999 and 101 calls for service. The aim was to provide a quality service to victims.

Performance Snapshot and Operation Overview

26. In the first week of the Operation (30th June 2017) Kent Police was operating with 9,936 active crime investigations, reduced from 10,143 in the previous week. Outstanding suspects were 2,283, meaning that 23% of suspects were linked to active crime.
27. During the proceeding weeks significant resources were deployed to tackle existing workloads, with focus on high threat and harm cases. Further officers were deployed into the Force Control Room and Investigation Management Unit to deal with incidents at 'first contact'.
28. Public Protection Units were supported by additional staff from the Serious Crime Directorate and Specialist Operations. This was to assist with outstanding property search and arrest warrants for evidence of sexual offences against vulnerable persons. There were also over 900 safeguarding referrals from internal staff and partners to be processed; these safeguarding referrals were for adults and children for a range of vulnerability issues.
29. Officers from Tactical Operations focused on outstanding suspects and warrants. A significant 'uplift' in staffing numbers was provided during identified 'peak' periods, including the August bank holiday where the focus was on accessibility and responsiveness to the public. Governance and a command structure were established with a weekly reporting mechanism and ability to move resource to areas of business with performance threats.

Final Performance and Success Measures

30. A full analytical product is expected at the conclusion of the operation (19th September 2017). However, on the 11th September 2017, Kent Police was operating with 9,133 active crime and 2,128 outstanding suspects (23% linked to active crime) which highlights a reduction in both areas. It is considered that without the additionality of Operation Capture the active crime figure would have been significantly higher due to predicted seasonal demand and rise in recorded crime after the HMIC inspection.

31. Public Protection Unit demands have reduced, including a reduction in search warrants by 66 (to 33) and safeguarding referrals by 918 (to just 20).
32. A consensus from all Divisional Commanders and Heads of Department is that Operation Capture has enabled the organisation to stabilise demands across a variety of work streams to ensure a quality service to the public and placed the Force in a good position for the New Horizon go-live.
33. Development is underway for the force to develop a Strategic Reserve where resources can be drawn upon at short notice to be able to react to future performance threats, utilising the workforce from across different Directorates. This is being progressed and owned by Tactical Operations who produced and implemented the Operation Capture plan which has been very successful at mobilising officers and staff at short notice to deal with the outstanding suspects. As a result of that operation the team are using the lessons learnt to inform and develop a sustainable model to ensure the force can deal with emerging performance threats and deliver a quality service.