



**Lancashire
Constabulary**
police and communities together

REPORT TO :	STRATEGIC SCRUTINY MEETING
REPORT BY:	SUPT IAN DAWSON
TITLE:	PERFORMANCE REPORT

1. Summary

1.1 This report sets out the performance of the Constabulary to 30 November 2015.

2. Decision Required

2.1 The Commissioner is requested to review the report and make comments as appropriate.

3. Information

3.1 This report advises the Commissioner of the performance of the Constabulary as against the performance indicators he has agreed with the Constabulary and which are reported to the Police and Crime Panel.

3.2 Appendix 1 of this report sets out the performance of Constabulary to 30 November 2015 on performance measures created under each Police and Crime Plan priority.

4. Defending Frontline Policing

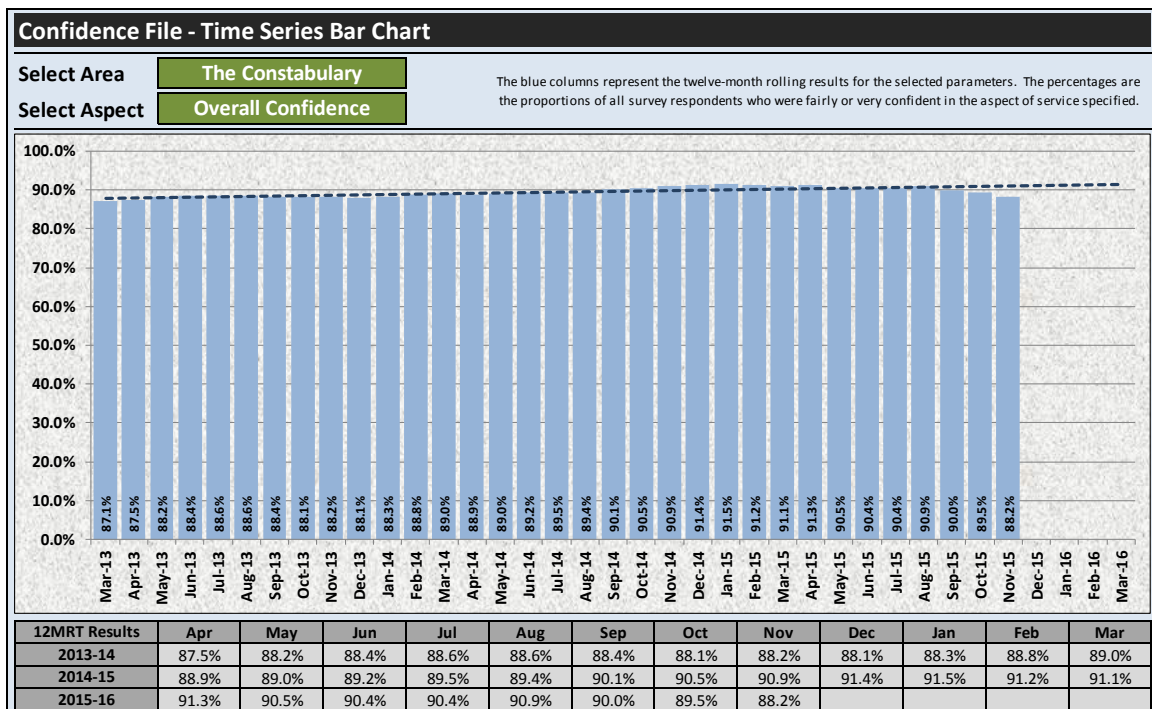
a) Public Confidence

(i) The public confidence survey respondents are identified purely by random digit dialling and may or may not have had any personal experience of police service. 50 respondents are surveyed per month.

(ii) For the 12 month period ending November 2015 public confidence stands at 88.2% and is down by 2.7% when compared against the previous 12 month period (December 2013 to November 2014). Comparing the 12 month period ending November 2015 against the 12 month period ending March 2015, public confidence is down by 2.9% from 91.1% to 88.2%.

- (iii) Over the last two years the proportion of respondents at least fairly confident in the Lancashire Constabulary has been slowly increasing, however, in October and November 2015 the results, 89.5% and 88.2% respectively, have been the first results below 90% since August 2014 (As can be seen in Figure 1). This has been at a time that the Chief Constable and the Commissioner have been extremely proactive in response to the Police Funding Formula and austerity measures which were identified as having a potentially serious impact on the Constabulary's financial position.
- (iv) In these months 17 out of 100 people surveyed said they were 'not very confident,' 'not at all confident' or 'not sure' in response to the question asking how confident they were with Lancashire Constabulary as a whole. Often external factors can be seen to influence public opinions and it is highly likely that the level of media coverage on threatened further cuts to policing in the County may have led to a reduction in confidence levels at this particular time. There were more than 400 media articles, interviews and reports featuring the threatened cuts to Lancashire Constabulary during this period following the launch of the Cut the Cuts campaign by the Police and Crime Commissioner and Chief Constable.
- (v) Analysis of the survey results however also shows that along with media coverage, the respondents said they were unhappy with response to a break in, seven said they didn't feel well informed about police work, they don't see police regularly and that they don't feel they are accessible. The respondents also said they lacked confidence in the partnerships with other public sector partners to provide a multi-agency response to local issues. In order to address these issues the Constabulary will be undertaking further engagement work and addressing issues raised through targeted publicity, while also encouraging more people to sign up to the *In the Know* online email alert system.

Figure 1



b) Response Times to answer 999 and 101 Calls

(i) It is pleasing to see that performance of both these measures are up significantly, both in year and on year end.

(ii) The table below shows the trend for 999 performance:

999					
	Offered	Achieved	Service Level	Average Speed to Answer	Abandonment Rate
APR	16120	14070	87.28%	4.7	0.5%
MAY	16637	14882	89.45%	4.1	0.7%
JUN	16758	14749	88.01%	4.3	0.8%
JUL	16983	14885	87.65%	4.6	0.5%
AUG	18933	16754	88.49%	4.2	0.8%
SEP	16374	14194	86.69%	4.8	0.5%
OCT	17237	15483	89.82%	4.0	0.4%
NOV	16745	14761	88.15%	4.2	0.4%

(iii) The table below for non-emergency (101) calls performance:

Non-Emergency					
	Offered	Achieved	Service Level	Average Speed to Answer	Abandonment Rate
APR	65048	47639	73.24%	34.1	10.6%
MAY	64414	52059	80.82%	23.6	7.4%
JUN	69359	56492	81.45%	22.9	7.4%
JUL	66926	53433	79.84%	27.0	8.0%
AUG	69019	52294	75.77%	29.3	9.2%
SEP	66105	51767	78.31%	28.7	8.5%
OCT	67880	53476	78.78%	26.7	8.1%
NOV	63380	51772	81.69%	23.3	7.3%

(iv) The Strategic Scrutiny meeting has received ongoing updates on emergency and non-emergency response times and the Chief Constable has been held to account by the Commissioner on performance in this area.

(v) Since the last report in September 2015, the trend of reduced abandonment rates has continued; the average time to answer calls for 999s has been consistently below 5 seconds for 999 calls and 40 seconds for non-emergency 101 calls.

- (vi) During the period April 2015 to November 2015 4,593 Hoax calls have been received and these have impacted on the service on some occasions, stopping Customer Contact Advisors (CCA's) being able to answer non-emergency calls. In order to address the problem of hoax callers, the Constabulary have plans to undertake analytical work to examine how to implement a reactive and proactive process to deal with hoax 999 callers. The Constabulary will update the Commissioner in March in this regard.
- (vii) The Constabulary have constantly reviewed the staffing numbers for Contact Management. The Full Time Equivalent (FTE) posts should be 295 and currently it is 287.91. The force is therefore slightly understrength. There is a further recruitment of CCA's on-going to commence in January 2016 and this is intended to also take account of staff who may be successful in the forthcoming recruitment of Police Officers.
- (viii) Contact management attendance shows a significant reduction in sickness absence, an average of 14.22 working days was lost per person in 2014/15 compared to an average of 7.15 working days in 2015/16.

c) Total Calls Offered

- (i) It is noted that whilst performance has increased in this period, the number of calls has in fact decreased also. This may be consistent with the ability to engage with the Constabulary through other medium. Examples of which are described both within the ICT update and Community Engagement update reports within these Strategic Scrutiny papers.
- (ii) As we are becoming more efficient with our call answering in Contact Management we in turn reduce the number of re-contacts made by members of the public. Also, there are demand reduction measures in place e.g. Online Reporting and Social Media Engagement which has recently increased and this also reduces calls into Contact Management.

d) Call to Log Ratio

- (i) The ratio of calls to logs has increased due to prioritisation to develop an enhanced awareness and understanding of non-crime demand i.e. enhancing the Constabulary's ability to map use of officer time.
- (ii) In the past 6 months Contact Management has conducted quality assurance audits in relation to the call to log ratio. These audits highlighted areas of concern were incidents should have been recorded. This has been disseminated throughout Contact Management and coupled with the reduction in re-contacts this will have had a positive impact on the Calls to log ratio.

e) Demand Management Unit (DMU)

- (i) The Demand Management Unit (DMU) previously implemented within Contact Management to review incident logs, resolve incidents where possible over the telephone and subsequently reduce deployments has delivered significant results.
- (ii) DMU review on average 3500 incident logs per month.

- (iii) Between April and December 2015, 31,925 incidents were reviewed by the DMU with 8,978 (28%) of those being dealt with in house and resulting in no deployment no further action being required by officers in localities. 64% of all incidents referred to the DMU are concern for welfare / Public safety incidents.

f) Number of Police Officers/PCSOs/Specials and Cadets

- (i) The details in respect of Police Officer and Police Community Support Officers numbers are contained within the Human Resources update of these Strategic Scrutiny papers.
- (ii) The details of Special Constable and Cadet Numbers are contained within the Citizens in Policing update of these Strategic Scrutiny papers.

5. Protect Vulnerable People

a) Recorded number of Domestic Abuse Referrals

- (i) The referral numbers have reduced in year by 16.5%. The majority of the reductions have been as a result of officers not recording referrals for verbal only arguments. These Protecting Vulnerable People referrals should still be submitted in these circumstances and training is currently being undertaken in Contact Management and Demand Management Unit as well as a risk training package for front line officers.
- (ii) Positively, the Constabulary have undergone two successful HMIC inspections during the period that referrals have been submitted into the Multi Agency Safeguarding Hub (MASH) in terms of the domestic abuse and vulnerability inspections. The Constabulary being graded 'Good' in the most recent vulnerability inspection in December 2015. Constabulary staff are noted to be committed and effective at dealing with vulnerable victims.
- (iii) Of note, the Constabulary are currently part way through a piece of work with Domestic Abuse Services across Lancashire to establish if they are seeing a reduction in calls for service. This will then enable an assessment of whether the reduction in recorded incidents and crimes is also reflected out in the community.

b) All Sexual Offences/Sexual Offences on Children under 16

- (i) An update in relation to the increase in sexual offences was provided to the Commissioner at Strategic Scrutiny in September 2015 and the Constabulary Rape profile was subsequently shared with the Commissioner's Office. The increase in all sexual offences is mirrored by a similar increase in rape offences reported. The highest increases are non-recent and domestically related offences. Non-recent also account for 36% of all rape offences and 35% of recent offences were committed by an ex-partner. Stranger offences continue to reduce and account for less than 2% of offences.

- (ii) High profile cases receiving significant public attention and an increased confidence to report offences including non-recent offences have led to this increase.

6. Tackling Crime and Reducing Re-Offending

a) Number of Crimes Recorded

- (i) Year on year performance 12 months to end of November 2015 shows a reduction of 26 crimes. In year performance shows an increase of 1.4%. The forecast for 2015/16 compared with the 3-Year Mean (2010-11 to 2012-13) amounts to a reduction of 0.9%.
- (ii) The number of crimes recorded in October and November 2015 have increased and affected the overall reductions previously achieved. This increase could be attributable to the introduction of the 24 hour crime recording rules in the changes to Home Office Counting Rules for Recorded Crime.

The exceptions which have contributed to the increase at Force level in October and November are predominantly in the following groups:

- Non-Injury Assault
 - October 15 v October 14 – Up 193 crimes (28.3%)
 - November 15 v November 14 – Up 147 crimes (23.3%)
- Harassment
 - October 15 v October 14 – Up 136 crimes (73.5%)
 - November 15 v November 14 – Up 153 crimes (95.6%)
- Violence WITHOUT Injury
 - October 15 v October 14 – Up 339 crimes (36.3%)
 - November 15 v November 14 – Up 324 crimes (37.9%)
- Less Serious Assault (Non-Domestic)
 - October 15 v October 14 – Up 245 crimes (44.0%)
 - November 15 v November 14 – Up 181 crimes (29.9%)
- All Sexual Offences
 - October 15 v October 14 – Up 39 crimes (20.3%)
 - November 15 v November 14 – Up 78 crimes (45.9%)

One of the most notable exceptions is in relation to Harassment with increases of 73.5% and 95.6% in October and November respectively when compared to the same month in the previous year. This increase can be explained by the introduction of a new sub category within Harassment (8/72 Malicious Communications) which was previously a non-recordable crime. This was introduced in April 2015, however, the subsequent introduction of the Initial Investigation Unit has led to more accurate recording of this offence due to the staff having a better understanding of the Home Office Counting Rules for Recorded Crime and the ability to input the crime at initial point of contact.

b) Number of Anti-Social Behaviour Incidents

- (i) The number of Anti-Social Behaviour (ASB) incidents has reduced both in year performance (down 1.6%) and previous 12 month period (down 1.1%).

- (ii) ASB incidents continue to clearly display the expected seasonality, with peaks in the summer and low points in the winter.
- (iii) ASB has continually been reducing year on year since 2009/2010 (earliest date figures available from STORM) and this trend is currently continuing.

c) Number of Business Crimes

- (i) Business crime category includes Business robbery, shoplifting and making off without payment.
- (ii) Business crime has seen a year on year reduction of 1.2% (118 crimes), but is fairly static and has been in the long term trend.
- (iii) Shoplifting accounts for approximately 84% of Business crime. This has seen a reduction of 3.6% year on year performance.

7. Champion the Rights of Victims

a) User Satisfaction

- (i) At present, the User Satisfaction survey is undertaken by Social and Market Strategic Research (SMSR) Ltd, independent of the Constabulary. The Home Office mandates certain surveys be conducted by Police Forces, these are Burglary, Vehicle Crime, Violent Crime and Racist incidents.
- (ii) The satisfaction levels reported by the Constabulary are a weighted combination of four areas; Domestic Burglary, Vehicle Crime, Violent Crime and Road Traffic Collisions.
- (iii) Eight satisfaction questions are put to survey respondents, of which the one in relation to 'whole experience' is last, as you would expect. The first 3 questions 'ease of contact', 'call handling' and 'time to arrive' are concerned with what happens before the Police actually deal with the incident.
- (iv) The next 4 satisfaction questions ask about various aspects of how the Police dealt with the incident. They are concerned with:
 - The actions the police take to deal with the incident (Police actions)
 - The nature and quality of any investigation (Investigations)
 - The extent to which the police keep victims informed of further developments (Follow up)
 - The way the police behave when dealing with the victim (Treatment)
- (iv) Each of these questions is preceded by a series of diagnostic questions designed to give the respondent an opportunity to remember and consider what actually happened before they are asked about their level of satisfaction. Thereafter, the responder is asked how satisfied they were with the whole experience.
- (v) In order to give an explanation of the 12 month period ending November 2015, the table below shows the percentage satisfied across each question for the four groups combined (Burglary, Vehicle Crime, Violent Crime and Collisions) and each user-group.

Four Groups:

Aspect of Question	12 Months Ending November 2015
Ease of Contact	97.5%
Call Handling	97.3%
Time to Arrive	89.6%
Actions	83.2%
Investigation	75.8%
Follow Up	72.6%
Treatment	94.6%
Whole Experience	81.9%

Burglary:

Aspect of Question	12 Months Ending November 2015
Ease of Contact	97.0%
Call Handling	97.5%
Time to Arrive	92.2%
Actions	89.2%
Investigation	79.3%
Follow Up	74.4%
Treatment	97.3%
Whole Experience	84.8%

Vehicle Crime:

Aspect of Question	12 Months Ending November 2015
Ease of Contact	97.3%
Call Handling	97.4%
Time to Arrive	88.4%
Actions	74.9%
Investigation	63.3%
Follow Up	61.6%
Treatment	94.9%
Whole Experience	74.8%

Violent Crime:

Aspect of Question	12 Months Ending November 2015
Ease of Contact	97.2%
Call Handling	97.2%
Time to Arrive	88.5%
Actions	79.2%
Investigation	76.4%
Follow Up	74.5%
Treatment	90.9%
Whole Experience	78.0%

Collisions:

Aspect of Question	12 Months Ending November 2015
Ease of Contact	98.6%
Call Handling	96.9%
Time to Arrive	89.5%
Actions	89.6%
Investigation	84.1%
Follow Up	79.8%
Treatment	95.2%
Whole Experience	90.1%

(vi) It is evident from the above that satisfaction levels are lowest in the aspects of 'Investigation' and 'Keeping Informed'. The 2 most obvious explanations for this trend are:

- Changes in policy regarding the manner in which certain incidents (Vehicle Crime) are being dealt with (Initial Investigation Unit) and/or
- Staff reductions, which reduce the amount of time officers can attend to spend on a single incident.

(vii) For the 12 months ending November 2015 the sample of 1,061 surveys was reviewed and it identified that it consisted of the following crime types:

- Burglary 25.3%
- Vehicle Crime 32.7%
- Violent Crime 36.0%
- Road Traffic Collisions 5.9%

(viii) Out of these crime types, it is possible to identify that the least satisfied group surveyed and the largest reduction in satisfaction experienced is those subject to vehicle crime (reduction of 2.5% from 77.3% to 74.8%). In this area, there has been a policy change over the last period moving to telephone investigation for many vehicle crime victims and officers not attending the scene (which is a diagnostic question in the survey), as is examination of the scene, and the

personal contact with an officer . This could account for a drop in performance in this area.

Proposed Actions

- (ix) As indicated already, the Home Office mandates certain surveys be conducted by Police Forces, these are Burglary, Vehicle Crime, Violent Crime and Racist incidents. In Lancashire we also survey areas of Road Traffic Collisions, Anti-Social Behaviour and Confidence.
- (x) The Chief Constable has made a decision, reported to Joint Management Board in August 2015 that the survey function currently undertaken externally by SMSR will come in house. This will be done for both the mandatory and non-mandatory surveys using specialist software.
- (xi) This work has been developed (staff have been recruited) and will be owned by Corporate Development and will commence in January 2016, with a complete move from SMSR in April 2016.
- (xii) The advantage of the survey work being brought in-house are:
 - It will give a more detailed and richer picture of satisfaction and how we might improve our services
 - It will allow the Constabulary to conduct surveys in other areas of business both internal and external and develop surveys across wider crime types and risk based areas eg Domestic Abuse, Sexual Offences or conduct place based surveys
 - It will allow the Constabulary to manage the number of surveys it conducts more effectively in line with Home Office requirements.
- (xiii) It has been recognised that the satisfaction survey level needs to be addressed. The Constabulary have developed a Crime Outcomes Delivery plan which focuses on improving user satisfaction through:
 - Close monitoring of localised satisfaction through Divisional Quality Management Boards
 - More targeted questions through in-house surveys
 - Improved accessibility through ICT delivery – Samsung rollout and Toughbooks
 - Team & Individual User Satisfaction: Themes, Exceptions and identifying opportunities to promulgate good practice related to user satisfaction levels
 - Seek out best practice from other Force areas
 - Review the outcomes of the surveys and identify lessons learned for the force across all divisions
 - Amend performance products to assist in the analysis to satisfaction
 - Utilise methods of contact, such as reporting a crime, as opportunities to allow people to sign up to the ITK messaging system
 - Report back to the Commissioner with their findings.

8. Implications

8.1 There are no implications

9. Links to Police & Crime Plan

9.1 The performance measures identified link across to the Police and Crime Plan priorities as described.

10. Reasons why Restricted

10.1 N/A

11. Background Documents

11.1 None.

12. Contact for Further Information

12.1 Supt Ian Dawson – Futures and Corporate Development, Tel. 412867