

# **Corporate Services**

## **Performance & Insight Report**

Priority 3 – To earn your trust and confidence

**Performance to February 2013**

## Priority 3 Performance – To Earn Your Trust and Confidence

Page	Priority 3: To Earn Your Trust and Confidence											
	Performance Indicator	Target Profile	2012-13 Performance Comparators									
			Trend	Target	Most Similar Group (MSG) Average	National Average	Long Term Health Check	Trend	Target (This Month)	Most Similar Group (MSG) Average	National Average	Short Term Health Check
Long Term - 12 Months to Dec 2012*						Short Term - 3 Months to Dec 2012*						
Our objective is consistently to be ranked amongst the top five police forces in England and Wales for victim satisfaction												
5	Satisfaction of victims of crime with the service they have received will exceed 90% each year	90% completely, very or fairly satisfied by 2012-13	◀▶	●	average	above	Concern	◀▶	●			
10	Attendance at crimes where we are required will exceed 90% each year	90% attendance at incidents of crime	◀▶	●			Concern	◀▶	●			Concern
14	Percentage of people who agree that local issues are being dealt with will exceed 60% by 2015	58% agree by 2012-13	◀▶	●	below	average	Concern					
18	Use of our neighbourhood alert facility and online priority surveys will increase		There are no policing plan targets for this indicator and performance is measured through the use of both the Neighbourhood Alert facility and the online Neighbourhood Priority Survey									
21	Average time to locally resolve allegations about the conduct of employees arising from public complaints will reduce to 35 days by 2015	Average of 53 days to locally resolve allegations by 2012-13	▽	●	below	below	Risk	△	●			Good

Indicators highlighted in blue in the above table are the 2012-2015 Policing Plan targets as agreed by the Police Authority

### Risks:

Average time to locally resolve allegations about the conduct of employees arising from public complaints will reduce to 35 days by 2015

### Concerns:

Satisfaction of victims of crime with the service they have received will exceed 90% each year

Attendance at crimes where we are required will exceed 90% each year

Percentage of people who agree that local issues are being dealt with will exceed 60% by 2015

\* Data periods for performance indicators vary – see Appendix A for more details

**Note:**

To streamline the Priority 3 report, those sections relating to the 2011-12 Policing Plan performance indicators have been removed. Where relevant however, performance relating to 2011-12 indicators, such as '% of victims who are satisfied with being kept informed of progress in their case', is highlighted when discussing 2012-2015 indicators.

The actions identified in relation to each indicator throughout this report are tracked and monitored through either the Citizen Focus Board or Standards and Conduct meeting action plans and tasked through the appropriate leads.

### Summary Performance Reporting in line with the Police Priorities set for 2012-13

Nottinghamshire Police Performance has been assessed according to the criteria shown in the key below:

KEY to Performance Comparators		
Trend Assessment	Performance Against Target	Compared to Most Similar Group <sup>1</sup> (MSG) / National Average
▲ Improving	● Significantly above Target >5% difference	Above Significantly Better
△ Possibly Improving	● Above Target	Average Similar to MSG
◀▶ Stable	● Below Target	Below Significantly Worse
▽ Possibly Deteriorating	● Significantly below Target >5% difference	
▼ Deteriorating		

### The Health Check Measure

The assessment for each of the Performance Comparators is combined to create an overall judgment of performance (the Health Check Measure) for each indicator. This will be calculated for both long and short-term performance, giving a long-term health check and a short-term health check. There are 4 bands to the Health Check Measure, these are as follows:

- Band 1 (Excellent)** Performance is extremely good, with trend improving, performance both significantly above target and significantly better than peers.
- Band 2 (Good)** Performance is good, with trend improving or stable, performance above target and similar to peers.
- Band 3 (Concern)** Performance is of concern, with trend stable or deteriorating, performance below target and similar or worse than peers.
- Band 4 (Risk)** Performance is exceptionally poor, with trend stable or deteriorating, performance significantly below target and significantly below peers.

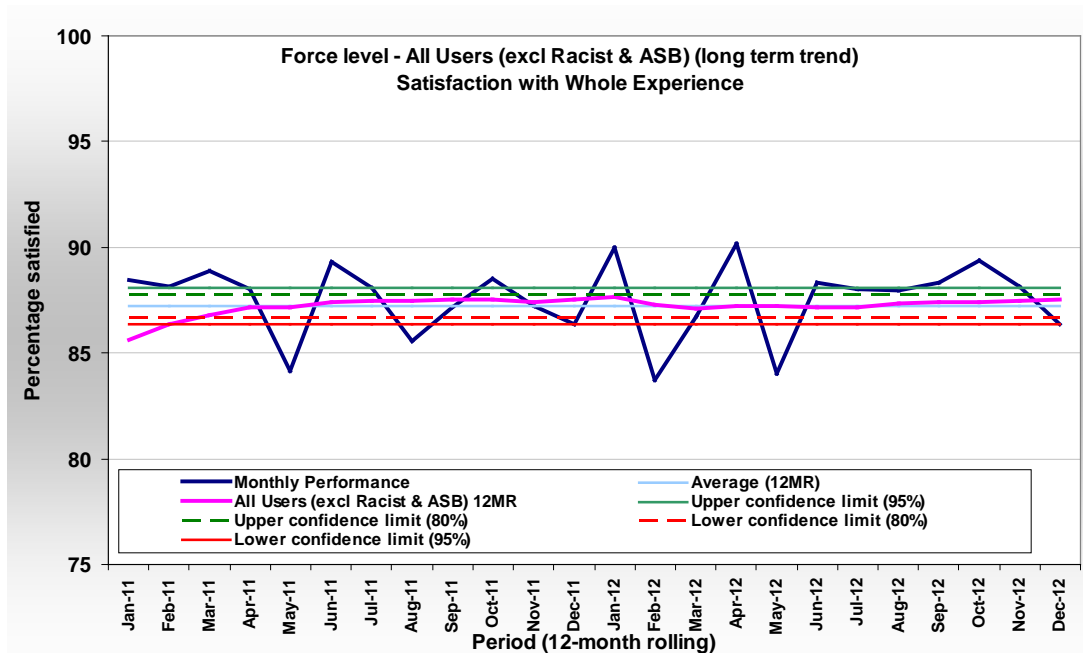
The long-term health check measure will be used to determine the Force's performance against the Policing Plan targets. Those indicators that are assessed as being in the 'Risk' or 'Concern' bands *on the long-term health check* will be highlighted at the beginning of the report. All Indicators will be subject to further scrutiny and analysis in the main body of the report.

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<sup>1</sup> The Most Similar Group consists of Nottinghamshire, Lancashire, Leicestershire, Northumbria, Northamptonshire, Staffordshire, South Wales and South Yorkshire.

## Priority 3 Performance – To Earn Your Trust and Confidence

Priority	Priority 3: To Earn Your Trust and Confidence
Indicator	<b>Satisfaction of victims of crime with the service they have received will exceed 90% each year</b>
Target	90% completely, very or fairly satisfied by 2012-13
Report	Community Engagement and Partnerships Committee



Long Term Performance (12 months)			
Trend (12m to Dec)	Target (12m to Dec)	MSG Average	National Average
◀▶	●	average	above

Health Check
Concern

Source: Users completely, very or fairly satisfied with whole experience for incidents reported in the 12 months to December 2012 versus 12 months to December 2011.

**12-months-to-date performance:** 87.5% for incidents reported in the 12 months to the end of December 2012

**Target performance:** Currently 2.5 percentage points adrift of target

**National ranking:** 10<sup>th</sup> (out of 43) and above the national average of 85.2%<sup>2</sup>, a year ago the force was placed 7<sup>th</sup>

**MSG ranking:** 2<sup>nd</sup> (out of 8) and in line with the MSG average of 86.6%

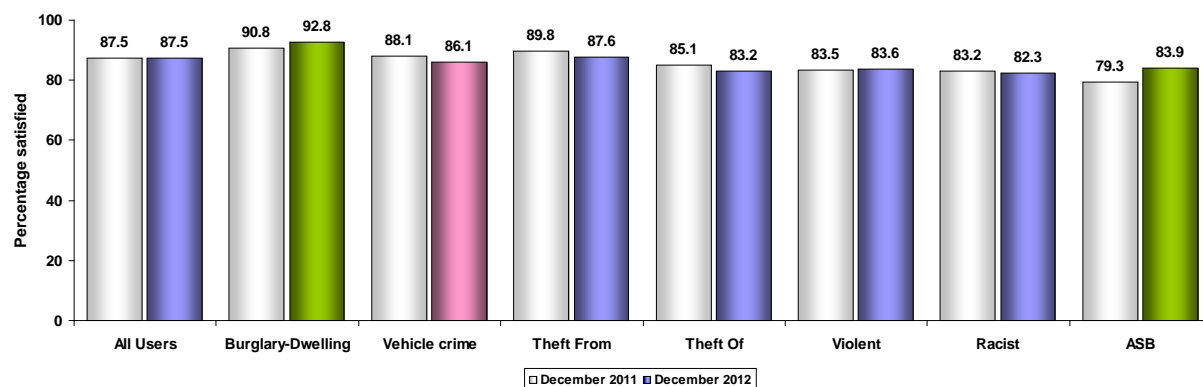
<sup>2</sup> Source: iQuanta, interviews conducted in the 12 months to December 2012.

## Insight

Progress remains steady over the last year with relatively strong performance in each of the previous six months, as can be observed in the chart on the preceding page<sup>3</sup>. The Force remains within three percentage points of achieving the 2012-13 target profile for the 'All Users' group and has exceeded the target if one considers dwelling burglary. Theft from vehicle crime satisfaction continues to be the main dampening influence.

Nottinghamshire Police remains within the top ten forces when looking at the national position for overall satisfaction. The Force has also maintained second place within the MSG and now requires a 4.5-percentage point improvement to match the next highest ranked force (Northumbria) in the MSG<sup>4</sup>.

Overall satisfaction levels remain broadly similar in each of the divisions (City 86.5%, County 88.3%). All command areas are in line with the overall Force satisfaction rate although there remains evidence of potential deterioration in the Mansfield and Ashfield command area, primarily driven by possible reductions in satisfaction for theft from vehicle crime and violent crime over the last 12 months<sup>5</sup>.



Dwelling burglary has seen a significant improvement in satisfaction since December 2011. Vehicle crime satisfaction has suffered a two percentage point fall over the last 12 months (highlighted pink in the chart opposite), being driven by negative movement in theft from vehicle and theft of vehicle crime satisfaction. There is an indication that the decline in theft from vehicle crime satisfaction may have been stemmed although this remains a performance risk<sup>6</sup>.

Satisfaction levels for the 'All Users' group

and other constituent surveyed crime types are stable in comparison with the previous year.

Previous analysis of survey data<sup>7</sup> confirms that deterioration appears to be linked to a combination of service-related factors, principally concerning actions taken following the initial police response<sup>8</sup>, but also the police attendance/response<sup>9</sup> and treatment by officers. Both

<sup>3</sup> The percentage of victims who are satisfied with the service they receive is measured through ongoing User Satisfaction Surveys conducted by Nottinghamshire Police, and is calculated as the weighted average of the percentage of users completely, very or fairly satisfied with whole experience (overall service) for each of dwelling burglary, vehicle crime (theft from vehicle and theft of vehicle), and violent crime. It should also be noted that, following Home Office guidance, the Force will now return only fully completed surveys. This takes effect for survey interviews conducted from April 2012 onwards (incidents reported in February 2012). Data previously reported for incidents reported in the 12 months to February 2012 and March 2012 has been revised accordingly.

<sup>4</sup> The next quarter covers interviews in the 12-months to March 2013, for which publication is expected after 22 May 2013.

<sup>5</sup> Incidents reported in the 12 months to December 2012 versus incidents reported in the 12 months to December 2011.

<sup>6</sup> This has been highlighted in the Priority 3 Performance & Insight Reports, covering performance to May 2012 through to January 2013.

<sup>7</sup> Analysis of user satisfaction surveys for victims of theft from vehicle crime reported in the 12 months to November 2012 compared with incidents reported in the 12 months to November 2011.

divisions have seen negative movement over the last year. This is more evident in the City (85.0%) where the satisfaction rate remains significantly lower than that in the County (89.4%). In addition to Mansfield and Ashfield, City South has experienced a drop in satisfaction for theft from vehicle crime, as well as evidence of possible deterioration in theft of vehicle crime satisfaction. Earlier analysis<sup>10</sup> however identified there are few apparent statistical differences between the two divisions in terms of perceived service for theft from vehicle crime. Offering advice (including crime prevention) and referring people to victim support stand out whilst variations relating to attendance/response could be due to the phased transition to the new attendance policy<sup>11</sup>.

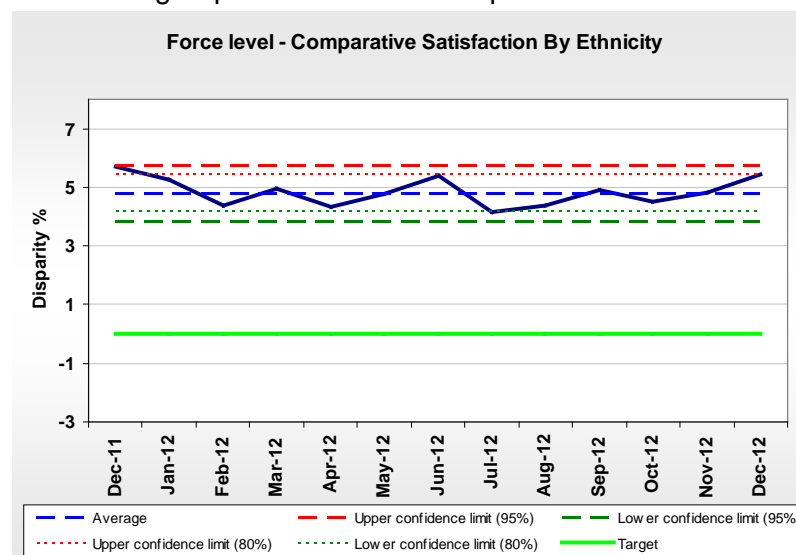
The wider picture for vehicle crime satisfaction remains relatively positive for Nottinghamshire, being ranked 17<sup>th</sup> nationally and well placed within the MSG<sup>12</sup>. Recent performance continues to jeopardise this position – the force was eleventh in the previous quarter.

Encouragingly, satisfaction with keeping victims informed of progress for the 'All Users' group continues on an upward trend. It stands at 81.1%, an increase of 2.4 percentage points on the same period last year, with improvement seen by both the City (79.0%) and County (82.7%). The gap between the two divisions remains statistically significant and this is notable for dwelling burglary and vehicle crime.

The disparity in comparative satisfaction between minority ethnic (BME) and white users<sup>13</sup> is broadly stable at 5.4 percentage points when compared with the same time last year when the gap was 5.7 percentage points (chart opposite). The gap has fluctuated between 5.7 and 4.1 percentage points over the last year. Satisfaction for both BME and white users has been relatively stable over this period.

Positively, there remains no significant gap between BME and white users for satisfaction with follow-up. Satisfaction with this aspect has seen a 3.2 percentage point movement for BME users. There is also no real difference in satisfaction with ease of contact and treatment, whilst police action is the only aspect area where the disparity is significant.

Whereas there is no real difference between users in the County, the City



<sup>8</sup> This includes: Did the police investigate the scene of the crime?; Did they make you feel reassured?; Did the police give practical help?; Did the police offer advice (including advice on crime prevention)?; Did they explain what was going to happen and why?; and Did the police refer you to Victim Support?.

<sup>9</sup> A policy of attendance to all crime and crime-related incidents went live across the Force from 7 December 2011 following an initial launch across County North from 19 September 2011.

<sup>10</sup> Analysis of user satisfaction surveys for victims of theft from vehicle crime reported to the end of November 2012.

<sup>11</sup> The latest 12-month rolling satisfaction data will reflect that the County has been operating the new attendance policy for more than 12 months whereas satisfaction data for the City will account for almost 12 months of operation.

<sup>12</sup> Source iQuanta: User satisfaction interviews for vehicle crime, that is theft from motor vehicle and theft of motor vehicle, conducted in the 12 months to December 2012.

<sup>13</sup> The measure is the disparity in satisfaction between white users and minority ethnic users (BME), where satisfaction for each group is calculated as the weighted average of the percentage of users completely, very or fairly satisfied with whole experience (overall service) for each of dwelling burglary, vehicle crime (theft from vehicle and theft of vehicle), violent crime and racist incidents. For the 2011-12 survey year the RTC survey is no longer a statutory requirement and is therefore not included in this measure.

BCU poses an organisational risk due to the large proportion of BME communities who reside within the conurbation and the lower levels of reported satisfaction. The disparity has widened in the City. Examination of data indicates that theft of vehicle crime in the City is currently the major influence behind the force wide satisfaction gap while there are also differences in dwelling burglary and violent crime.

Satisfaction for anti social behaviour (ASB) incidents, which is excluded from the 'All Users' group, is now 83.9%<sup>14</sup> for the 12 months to the end of December 2012, supported by good progress on both divisions. All service aspects have enjoyed uplift over the last year, which is possibly a reflection of the sustained focus on ASB through Citizen Focus and the Neighbourhood Policing Boards.

Satisfaction for victims of racist incidents, which similarly does not contribute towards the 'All Users' measure, remains broadly stable over the year at 82.3%. The gap in satisfaction with whole experience between the City (81.0%) and the County (83.8%) is not statistically significant. Nottinghamshire remains in line with other forces nationally, and a 0.2-percentage point improvement is required to match the next highest ranked force (Staffordshire) in the MSG during the next quarter.

## Actions

Location	Current Actions
Force-wide	The importance of keeping people informed of progress is discussed at Citizen Focus Board meetings with particular stress on performance at Neighbourhood Policing Area level. The key influencing factors for satisfaction with this aspect of service continue to be emphasised.
Force-wide	Victims of crime will share their personal experiences with all Inspectors in the Force in a series of briefings to further improve customer satisfaction. The 'Valuing Victims' briefings will be delivered in the coming months and will be cascaded down to all officers in the force. The briefings will also involve guest speakers from Victim Support and information about changes to working practices and the use of Management Information.
Force-wide	A system to monitor team and individual officer performance and provide feedback from victims of crime in relation to satisfaction with actions, follow-up and treatment has been developed. This is now in place across the Force.
Force-wide	A decision has been taken by the Chief Officer Team to implement TrackMyCrime in early 2013. This is a secure crime tracking portal for members of the public that will enable officers to provide victims with real time updates at any time, and also allow victims to provide additional information about their crime. It should be noted that TrackMyCrime does not replace existing methods of communication but is an additional option.

<sup>14</sup> The percentage of victims of ASB incidents who are satisfied with the service they receive is measured through ongoing User Satisfaction Surveys conducted by Nottinghamshire Police, and is calculated as the percentage of users completely, very or fairly satisfied with whole experience (overall service) for victims of ASB incidents. As a result of resource availability between 50 and 100 ASB surveys per month are currently completed against a target of 100 surveys per month. It should be noted that ASB surveys are not a Home Office statutory requirement and therefore there is no comparative peer force data.

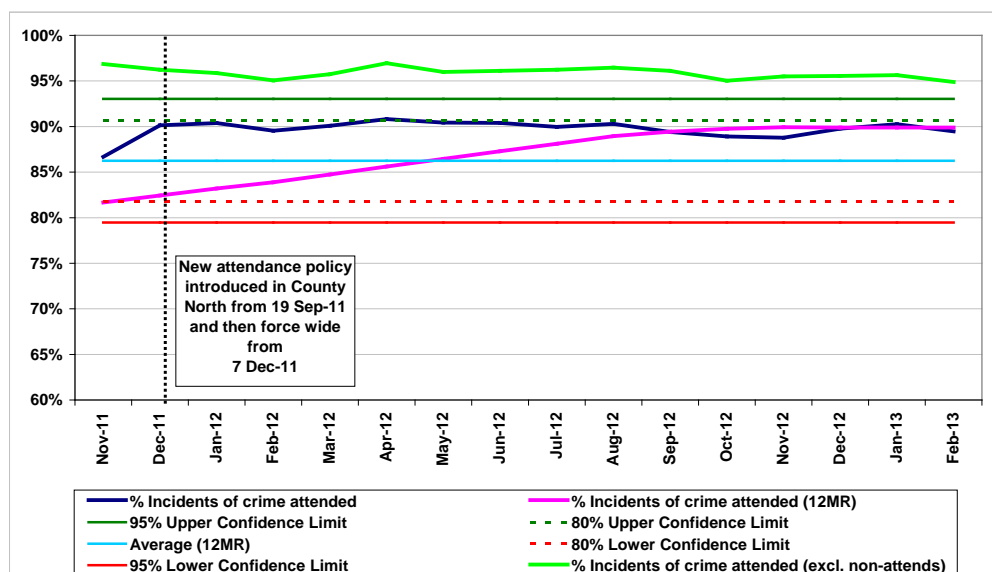


Location	Current Actions
Force-wide	Changes to CRMS are planned <sup>15</sup> to further embed good practice, allowing officers to record information such as: who needs to be updated; date and time of update; method of contact; email reminder facility; and details of update.
Force-wide	A Task and Finish group, established in City South, recommended an action plan to improve the satisfaction of victims of Hate Crime through delivery of an enhanced level of service. The implementation of the plan, which commenced from April 2012, provides individual support, a 'wrap around' service with 'after care' agreed with the victim. Good practice has been extended.
County	<p>A Task and Finish group led by the County Superintendent for Crime, has been established to develop a plan to address the reduction in vehicle crime satisfaction.</p> <p>In addition to this, a scheme to improve the response to Grade 3 incidents of theft, criminal damage and anti social behaviour<sup>16</sup> is being piloted in Mansfield. The new scheduled appointment service aims to increase levels of satisfaction as one of the objectives. Proposals include an appointment slot for all Grade 3 incidents that require an interaction with a member of the public. A phased implementation, which commenced in March, sees the introduction of the proposed service that utilises both station based appointments and managed incident car appointments.</p>

<sup>15</sup> Nottinghamshire has prioritised this work behind other required changes and therefore there is no confirmed delivery schedule available from the supplier.

<sup>16</sup> Grade 3 incidents are classed as non-emergency or non-urgent calls that require attendance.

<b>Priority</b>	<i>Priority 3: To Earn Your Trust and Confidence</i>
<b>Indicator</b>	<b><i>Attendance at crimes where we are required will exceed 90% each year</i></b>
<b>Target</b>	<i>90% attendance at incidents of crime by 2012-13</i>
<b>Report</b>	



Long Term Performance (12 months)			
Trend (12m to Feb)	Target (YTD to Feb)	MSG Average	National Average
◀▶	●	n/a	n/a
Health Check			
Concern			

Source: Contact Management data for incidents of crime reported to the end of February 2013.

**Year-to-date performance:** **89.9%** for the period April 2012 to February 2013  
**Month-to-date performance:** **89.5%** for the month of February 2013  
**Target performance:** The Force is only **0.1 percentage points** under the 90% target (year-to-date).

### Insight

The policy of attendance to all crime and crime-related incidents went live across the Force from 7 December 2011 following an initial launch across County North from 19 September 2011, as illustrated on the historical attendance performance chart above.

The 100% attendance policy has now been active for more than 12 months. Both the long-term and short-term trends are stable and performance for the year-to-date is broadly on target.

It should also be noted that a number of incidents of crime are classified as non-attend, that is where, for example, the caller specifically requests that the police do not attend the incident. Where this set of incidents is excluded from the measurement then it can be seen that performance is stable and the year-to-date attendance rate for the period to February 2013 is 95.9%.

Performance for Grade 1 (immediate) incidents remains strong as the target attendance threshold has been achieved for the financial year April 2012 to February 2013. The sustained level appears to coincide with the introduction of the policy of attendance to all crime and crime-related incidents that went live force-wide in December 2011. That said there is evidence of possible deterioration in the short-term trend, with attendance dipping below the 85% target in each of the last two months.

The Force attends a higher proportion of urban incidents within the target time than it does for rural incidents, although there is evidence of possible improvement for both categories over the long-term. For urban incidents the target is to attend within 15 minutes and the Force has attended 86.1% within this time for the year-to-date, achieving the threshold in each of the last twelve months. Rural incidents should be attended within 20 minutes and the corresponding figure is 84.5%<sup>17</sup>.

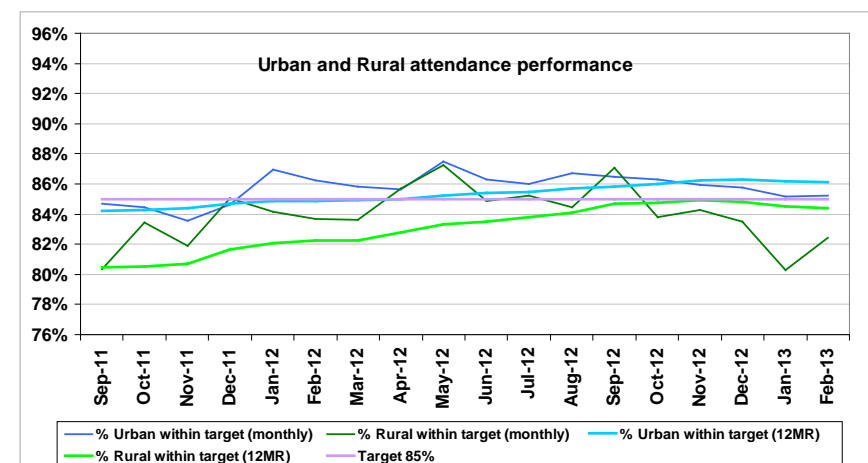
Grade 1 performance at Force level is underpinned by long-term advancement in the City. The trend in the County is broadly stable although there remains short-term evidence of possible deterioration for attendance at urban and rural incidents.

By contrast, for Grade 2 (urgent) incidents where the target threshold is attendance within 60 minutes, the attendance rate for the year-to-date April 2012 to February 2013 is 67.5%. The long-term trend remains stable.

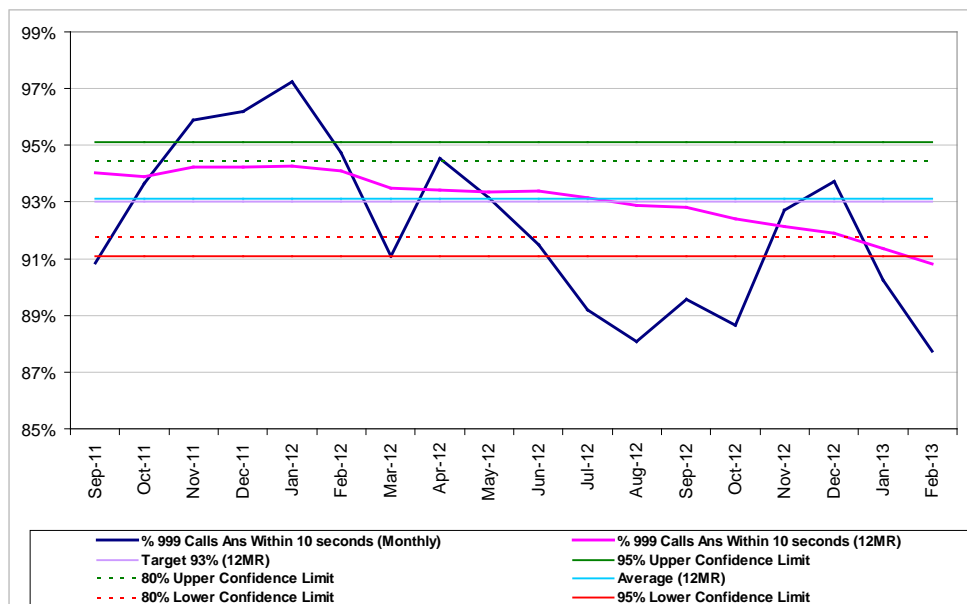
Positively attendance to those Grade 2 incidents with a vulnerable victim has seen possible long-term improvement and is currently running at 79.6% for the year-to-date. The more precise classification of vulnerable callers has resulted in lower numbers of incidents allowing a more focused response. Closer examination of the incident data shows that the low number of vulnerable callers results in potentially volatile monthly performance.

Since the 100% attendance policy was introduced across the Force there has been a significant increase in the number of calls designated as Grade 3 incidents (non-emergency or non-urgent calls that require attendance), and a large part of this demand has been picked up by the response resources.

Attendance to Grade 1, Grade 2 and Grade 3 incidents remains an area of focus for the Force.



<sup>17</sup> This is performance for the financial year-to-date covering the period April to February 2013.



999 call handling continues to be a risk (chart opposite) as the long-term trend indicates deterioration as evidenced by below target performance for the 12-months-to-date and year-to-date (90.8%) measures. In the month of February the rate was 87.7%.

The average time taken to answer 999 calls for the financial year to date remains at six seconds, and both the rate of abandoned 999 calls and the number of calls waiting in excess of two minutes have experienced long-term deterioration.

The impact on performance is due to staffing levels coupled with overall demand. Early February continued to see higher than expected volumes as seen at the end of January.

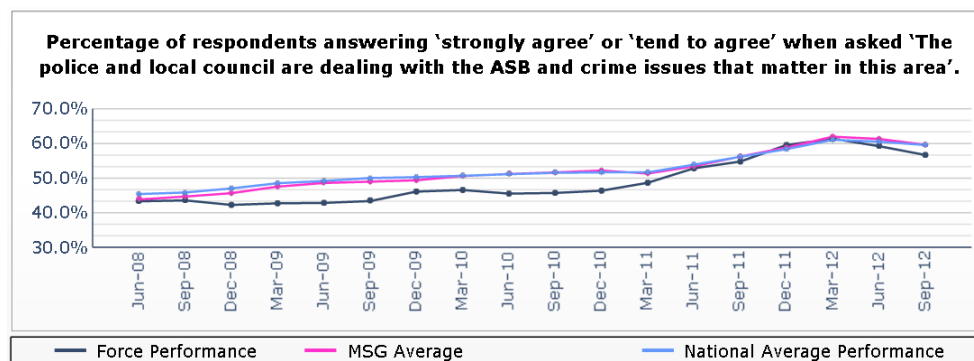
Ten experienced call handlers have changed roles with nine training as dispatchers. The dispatchers will be back in the control room from mid-March. Additional part-time customer service advisors have been recruited to focus on high-demand hours and training is underway. A further tranche of recruits will be tutored in April, commencing operation from mid-May.

## Actions

Location	Current Actions
Force-wide	The Contact Management and Public Interface Strategy sets out key strategic aims of this business area to support the citizen focus agenda. This incorporates an action plan to improve performance across a number of dimensions and includes: delivery of first class customer service with regards to call handling, both emergency and non-emergency; response times to Grade 1 and Grade 2 incidents; incident attendance; response times to incidents involving a vulnerable victim; and response times to ASB incidents.
Force-wide	Call handling and response performance is reviewed within Contact Management on a daily basis with detailed management information now developed, which is improving understanding of performance in this area. Comprehensive details of areas to improve are shared with BCU Chief Inspectors around Groups, times of day and Neighbourhood Policing Areas that need to focus on improving response times.
Force-wide	Contact Management continues to drive the working practice of <i>'task, don't ask'</i> which aims to ensure that the most appropriate resource is efficiently dispatched to an incident. There are a number of benefits that can be achieved through this working practice – a reduction in Airwave talktime (which has financial benefits), an improvement in response times and a reduction in travelling costs for BCU Officers, as well as making better use of mobile data.

Location	Current Actions
Force-wide	Contact Management is making improved use of resource location technology with ongoing work analysing demand hotspots and deployment of resources for Grade 1 and Grade 2 incidents. The new scheduled appointment service aims to provide a corporate response for the management of grade 3 incidents. A phased implementation, which commenced in March, sees the introduction of the proposed service that utilises both station based appointments and managed incident car appointments.
Force-wide	A pilot project, to evaluate the use of a mobile data application that allows command and control incidents to be updated directly, concluded in February 2012. The objective is to reduce Airwave talktime and therefore relieve pressure on both operators and frontline staff. Funding has been agreed for the incident update via the BEAT Mobile Data application and the new version is due for delivery by March 2013.
Force-wide	A Contact Management Performance Dashboard is available on the Intranet to support performance monitoring at Force and BCU level, and further functional requirements are planned. A Contact Management 18-point plan is now in operation to ensure further efficiencies in the management of incidents, deployment and accountability. The new shift pattern was also implemented from 5 <sup>th</sup> November 2012.

<b>Priority</b>	<i>Priority 3: To Earn Your Trust and Confidence</i>
<b>Indicator</b>	<b>Percentage of people who agree that local issues are being dealt with will exceed 60% by 2015</b>
<b>Target</b>	<b>58% agree by 2012-13</b>
<b>Report</b>	<i>Community Engagement and Partnerships Committee</i>



Long Term Performance (12 months)			
Trend (12m to Sep)	Target (12m to Sep)	MSG Average	National Average
◀▶	●	below	average
Health Check			
Concern			

Source iQuanta: Crime Survey for England and Wales (formerly the British Crime Survey), interviews in the 12 months ending September 2012.

<b>12-months-to-date performance:</b>	<b>56.7%</b> agreement (12 months of interviews to the end of September 2012)
<b>Target performance:</b>	Currently <b>1.3 percentage points</b> below the target
<b>National ranking:</b>	<b>31<sup>st</sup></b> (out of 42) and in line with the national average of 59.6%
<b>MSG ranking:</b>	<b>7<sup>th</sup></b> (out of 8) and below the MSG average of 59.6%

### Insight

There is no new data for this period in relation to this indicator. Nottinghamshire Police is below target following a dip in agreement levels since the previous quarterly results. Public confidence continues to be measured through the Crime Survey for England and Wales (CSEW), which undertakes face to face interviews with members of the public in Nottinghamshire on an ongoing basis.

There has been no statistically significant change for Nottinghamshire when compared with the same time last year<sup>18</sup>. Nottinghamshire was 54.8% for interviews in the 12 months to the end of September 2011.

<sup>18</sup> Source iQuanta: Crime Survey for England and Wales (formerly the British Crime Survey) interviews conducted in the 12 months to September 2012 compared with interviews conducted in the 12 months to September 2011.

The Force remains broadly in line with the national average although both national and MSG averages have seen negative movement in the last quarter. That said Nottinghamshire Police has lost some ground on peers whilst other forces have also experienced negative movement in the latest period. In the previous quarter the Nottinghamshire result was 59.3% for the 12 months to the end of June 2012 compared with a national average of 60.6%

Leicestershire and Northumbria are the top two forces in Nottinghamshire's MSG. A 1.9-percentage point improvement is required to match the next highest ranked force (Staffordshire) during the next quarter<sup>19</sup>.

A key finding of the Respect Survey<sup>20</sup>, conducted on behalf of the Nottingham Crime and Drugs Partnership, was that only 9% of the population (of the City of Nottingham) have a high perception of Anti-Social Behaviour (ASB), but there are some significant differences between areas. Those from the most deprived areas have higher perceptions of ASB, reaching as high as 20% in Arboretum – but as low as 1% in Sherwood and in Wollaton East and Lenton Abbey.

The CSEW (BCS) questions regarding high levels of perceived ASB are no longer available by police force area, but nationally 14% of respondents perceived there to be a high level of ASB in their local area, no overall change compared with the same period in 2010/11. The CSEW highlights that longer term trends indicate a decrease in the perceived level of ASB for most indicators, apart from levels of problems with noisy neighbours and drunk or rowdy behaviour which remain relatively flat.

New questions about respondents' actual experiences of ASB in their local area were added to the 2011/12 CSEW questionnaire. The questions ask whether the respondent has personally experienced or witnessed ASB in their local area, and if so, what types. Nationally 29% of respondents indicated that they had personally experienced or witnessed one of the ASB problems asked about in their local area in the previous year. Data for the 12 months to September 2012 is not available by police force area however for interviews in the 12 months to March 2012 the corresponding figure for Nottinghamshire was 24%. This was statistically significantly better than the national average with Nottinghamshire having the sixth lowest figure nationally and the lowest result in the MSG for that period.

The CSEW notes that the figures suggest a disparity between perceptions of ASB and actual experience of such incidents, but that it is difficult to compare the two measures since the list of ASB categories used in the experience based questions on ASB is more expansive than those asked of respondents in relation to their perceptions. In addition, it is likely someone can experience an ASB incident without necessarily believing that it is part of a problem in their local area, if, for example, it was a one-off or isolated occurrence.

Other CSEW/BCS 'confidence' measures have experienced negative movement in the last quarter although Nottinghamshire Police has still enjoyed significant improvement for a couple of measures over the last year. These include:

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<sup>19</sup> The next quarter covers interviews in the 12-months to December 2012, for which publication is expected after 24 April 2013.

<sup>20</sup> Source: Respect for Nottingham Survey 2012, Final Report March 2012. The report contains a summary of the findings from the Respect for Nottingham survey commissioned by the Nottingham Crime and Drugs Partnership and conducted by Information by Design in 2011. The survey was undertaken to explore the views and opinions of local residents about their local area and the city centre in relation to aspects of anti-social behaviour (ASB), crime and community safety and the strategic partnership between the Police and Council. The high perception of ASB is derived from a composite score based on responses to the questions about the seven anti-social behaviours similar to that previously measured under National Indicator 17: Noisy neighbours or loud parties; Intimidation as a result of groups/ gangs of young people hanging around on the street; Rubbish or litter lying around; Vandalism / criminal damage; People using or dealing drugs; People being drunk or rowdy in public places; and Abandoned or burnt out cars

- 'They (the police in this area) can be relied on to be there when you need them'
- 'Taking everything into account I have confidence in the police in this area'

It should be noted that the latest results may include some positive or negative influence as a result of the local and national public disorder in August 2011, the high-profile coverage of the IPCC report into the circumstances surrounding the death of Casey Brittle that was published in September 2011, and the 'Coppers' television documentary broadcast during January and February 2012.

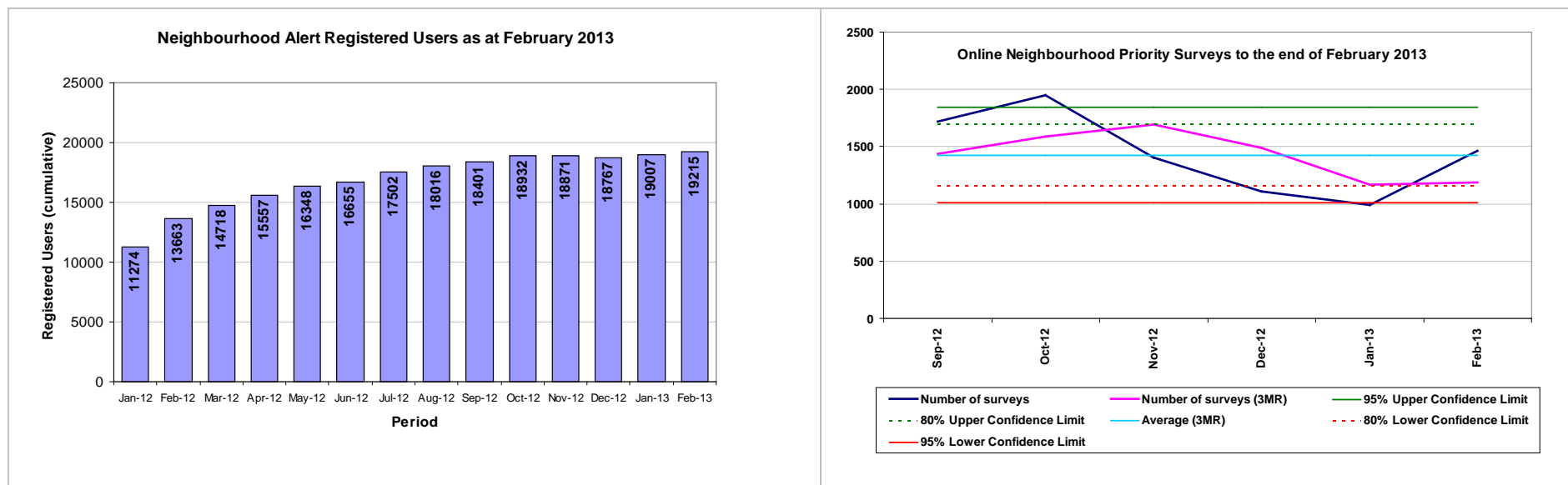
## Actions

Location	Current Actions
Force-wide	"You Said, we did" campaigns are being rolled out to provide feedback to communities regarding action taken by neighbourhood policing teams in response to local priorities as determined from information gathered from various sources including those identified below.
Force-wide	<p>To improve its contact with both victims of crime and the wider public, the Force has launched initiatives including:</p> <ol style="list-style-type: none"> <li>1. Neighbourhood Alert and the online Neighbourhood Priority Survey – see next section.</li> <li>2. Social media – A new Social and Digital Media policy, based around delivering 'localised' communications, has been approved by the Chief Officer Team. Beat Tweet, a pilot programme to assess the effectiveness of using social and digital media to communicate with the public, started in November 2012. It involves a Chief Superintendent, an Inspector and Safer Neighbourhood Teams, including Beat Managers and Police Community Support Officers, using Twitter to inform the public about their work and to have conversations with their communities. On completion of the pilot an assessment will be made as to whether it has delivered the expected benefits. If successful, it is expected that use of Twitter for public engagement will be expanded across the force. The extensive use of Twitter and Facebook during the August 2011 disturbances was praised by the Home Affairs Select Committee and HMIC for direct communications.</li> <li>3. New website – Requirements gathering for a new Force website is to commence and this will include research of those websites considered 'Best in Class'. Consultation will take place with the community, including people with protected characteristics, about how they would wish to use the website. Requirements will be formalised through an invitation to tender that will be circulated to potential suppliers.</li> <li>4. Pre crime literature – Work is under way with the pre crime unit to develop a suite of advice literature for people who find themselves in certain situations. The public and officers will be able to access this. It will also be used to promote Neighbourhood Alert.</li> </ol>
Force-wide	The Force has reviewed Anti-Social Behaviour (ASB) strategies to establish good practice which may assist in further improving Neighbourhood Policing and ASB performance. New ASB and Neighbourhood Policing strategy documents have been agreed and are now available on the Intranet. Nottinghamshire Police has also commenced



Location	Current Actions
	a project to evaluate Case Management systems that can be accessed by both police and partner agencies to allow a full partnership approach to the management of ASB vulnerable and repeat victims, thereby further reducing risk to vulnerable persons.
Force-wide	A new Stop and Search mobile data application has been introduced that allows stop and searches to be recorded by officers at the point of engagement. This replaces the previous paper-based process. Details of the encounter are captured together with GPS co-ordinates of the location to allow mapping of stop and search activity. Neighbourhood teams will then be able to present data at community engagement meetings to aid public understanding.

<b>Priority</b>	<i>Priority 3: To Earn Your Trust and Confidence</i>
<b>Indicator</b>	<b><i>Use of our neighbourhood alert facility and online priority surveys will increase</i></b>
<b>Target</b>	<i>Not applicable</i>
<b>Report</b>	<i>Community Engagement and Partnerships Committee</i>



Source: Neighbourhood Alert data to the end of February 2013 / Neighbourhood Online Priority Survey data to the end of February 2013.

There are no policing plan targets for this indicator and performance is measured through the use of both the Neighbourhood Alert facility and the online Neighbourhood Priority Survey.

### Insight

Neighbourhood Alert is a sophisticated messaging system that allows up to the minute messages to be sent by telephone, email or text, about crime prevention advice, appeals and general police notices.

The Neighbourhood Alert facility was launched during 2011 and therefore there is limited data to provide trend assessments. As illustrated by the historical performance bar chart above, the number of registered users for the Neighbourhood Alert system has stabilised<sup>21</sup>. Victims of crime are actively encouraged to sign-up.

Membership is now in excess of 19,200 users with representation across Nottinghamshire. Each policing area is now able to obtain information on the expansion of new users, the volume and quality of alerts being sent, monitor the demographic breakdown of users, and the number of Neighbourhood Watch users.

The number of alert messages delivered by email in January was 595, which is marginally lower than the average volume over the previous twelve months. The main use continues to be the delivery of crime alert messages.

The Neighbourhood Priority Survey allows members of the public to complete surveys online, providing neighbourhood policing teams with information in relation to issues affecting residents on their beat.

The online survey was launched in early 2011 and therefore there is limited data to provide trend assessments. The historical performance chart above provides a view of the short-term trend which indicates a stable position. This is reinforced by comparison of the monthly average return rate for the current financial-year-to-date with the same period in the previous year<sup>22</sup>, which illustrates there has been a limited increase from 1,345 to 1,427 surveys per month. In February 1,460 surveys were completed giving a total of 18,272 surveys for the 12 months to the end of February 2013 covering all 46 policing neighbourhoods.

There is a broad range in submission volumes with neighbourhoods such as Sutton-in-Ashfield, Stapleford and Hucknall achieving several hundred responses, whilst others, including Ruddington and rural areas, seeing lower numbers. It should be noted that there is no sample base, and therefore it is not feasible to undertake a statistical analysis of the data.

## Actions

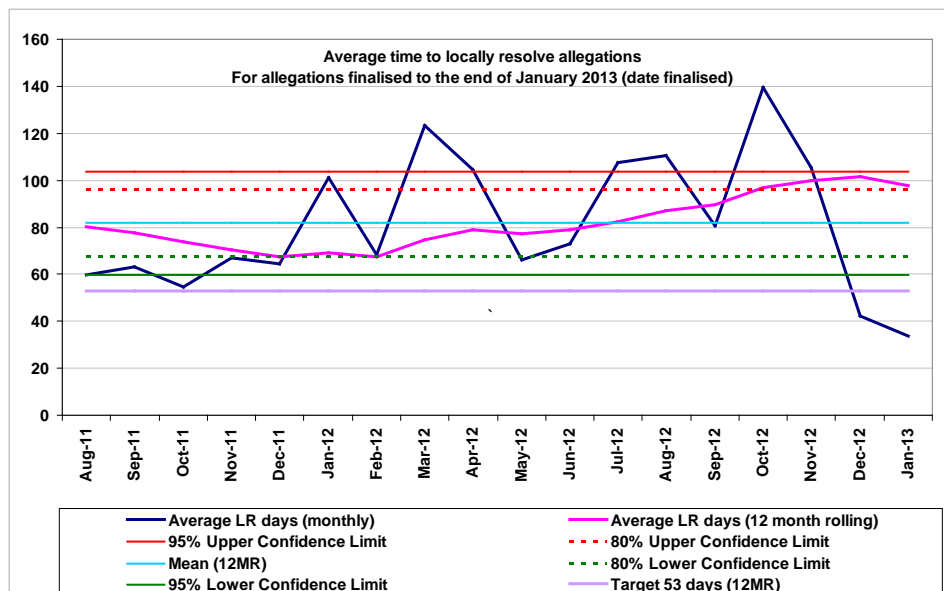
Location	Current Actions
Force-wide	The Alert system membership data has highlighted a potential issue in engagement with BME communities, although it should be noted that a large proportion of members have chosen not to provide demographic information. Neighbourhood Policing Areas have been tasked through Chief Inspectors to address the potential BME engagement issue.

<sup>21</sup> There is no accurate breakdown of Neighbourhood Alert data available prior to January 2012.

<sup>22</sup> This is a comparison of the period from April 2012 to February 2013 with the period from April 2011 to February 2012.

Location	Current Actions
Force-wide	Following agreement of new Neighbourhood Policing and Anti-Social Behaviour (ASB) policies the Neighbourhood Policing Working Group has agreed on a performance monitoring and audit regime that includes monitoring of both Neighbourhood Alert and the online Neighbourhood Priority Survey. The Neighbourhood Policing Working Group is also working with Corporate Communications to ensure that newsletters publicise Neighbourhood Alert.
Force-wide	Public use of Neighbourhood Alert is in line with use of the other social media sites. Therefore the coordination of information passed via these sites is controlled by Corporate Communications in order to maximise coverage. The online survey is being routinely publicised. Facebook and Twitter are used to send out reminders.

<b>Priority</b>	<i>Priority 3: To Earn Your Trust and Confidence</i>
<b>Indicator</b>	<b><i>Average time to locally resolve allegations about the conduct of employees arising from public complaints will reduce to 35 days by 2015</i></b>
<b>Target</b>	<i>Average of 53 days to locally resolve allegations by 2012-13</i>
<b>Report</b>	<i>HR and Professional Standards Committee</i>



Source: Professional Standards Directorate data for public complaints to the end of January 2013<sup>24</sup>.

**12-months-to-date performance:** **98 days** to locally resolve allegations for the 12 months to the end of January 2013

**Year-to-date performance:** **94 days** for the period April to January 2012

**Target performance:** **45 days** adrift of target (12-month performance)

Long Term Performance (12 months)			
Trend (12m to Jan)	Target (12m to Jan)	MSG Average	National Average
▽	●	below	below
Health Check			
Risk			

The indicator is now based on performance to the previous month-end rather than the most recent month-end. This is to better mitigate the system time-delay in finalising an allegation due to the complainant's right of appeal<sup>23</sup>.

<sup>23</sup> A complainant has the right of appeal to the IPCC in terms of the local resolution process for complaints received prior to 22 November 2012. Under the Police Reform and Social Responsibility Act 2011, which came into effect from 22 November 2012, it is no longer a requirement to obtain the consent of the complainant for local resolution. A complainant will however have the right of appeal to the force against the outcome of the local resolution rather than the way the complaint was handled. The appeal period is typically 28 days from when the complainant is informed of the outcome from the local resolution process. An allegation is not finalised on the PSD system until the appeal period has expired. Unless an appeal is made, the allegation finalised date will not take into account the appeal period time.

<sup>24</sup> Source: Professional Standards Directorate data for public complaints recorded to the end of January 2013, extracted on 11 March 2013. PSD data is a snapshot at a given point in time and data is subject to change.

**National ranking:** 42<sup>nd</sup> (out of 44) with 95 days for April-September 2012 which is below the national average of 54 days  
**MSG ranking:** 8<sup>th</sup> (out of 8) with 95 days for April-September 2012 which is below the MSG average of 58 days

### Insight

An Independent Police Complaints Commission (IPCC) key indicator in the handling of complaints is the average number of days to locally resolve allegations<sup>25</sup>.

A complaint allegation can be dealt with in a number of ways. It may be dealt with through local resolution, investigated, withdrawn, discontinued, or the force may disapply or apply to disapply the complaint<sup>26</sup>. The local resolution process is the preferred mode of resolution for complaints which the appropriate authority is satisfied that the conduct which is being complained about (even if proved) would not justify bringing criminal or disciplinary proceedings. It is recognised by the IPCC as an appropriate alternative to formal investigation and is a way of solving, explaining, clearing up or settling the matter directly with the complainant in a timely manner<sup>27</sup>.

For the current performance year-to-date (April – January 2013) 30% of all allegations finalised were locally resolved, 60% were investigated, 9% withdrawn, less than 2% dispensed and none discontinued. The average number of days for local resolution is 94 days<sup>28</sup> with around 46% of those allegations locally resolved being within the 53 day target.

Performance on this measure is impaired by older complaint allegations. Where allegations have been finalised in the 12 months to January 2013, those that were received prior to April 2012 have an average local resolution time of 150 days. **While older allegations jeopardise achievement of the 2012-13 target, the year-to-date performance for allegations received since April is 42 days which is well within the target and illustrates that the Force is on track to achieve the longer-term target by 2015.** Around 69% of allegations received between April 2012 and January 2013 that have now been locally resolved were completed within the 53 day target.

Examining the average time to locally resolve allegations by allegation received date (as per the chart below left), rather than allegation finalised date, also suggests that older cases are masking any improvement. There is evidence of a declining trend in the average time to

<sup>25</sup> An allegation describes the type of behaviour being complained about and there may be more than one allegation attached to a complaint case. For less serious complaints, such as rudeness or incivility, a local resolution may be appropriate. Usually, this involves a local police supervisor handling the complaint and agreeing with the complainant a way of dealing with it. This might be: an explanation or information to clear up a misunderstanding; an apology on behalf of the force; and/or an outline of what actions will be taken to prevent similar complaints in the future.

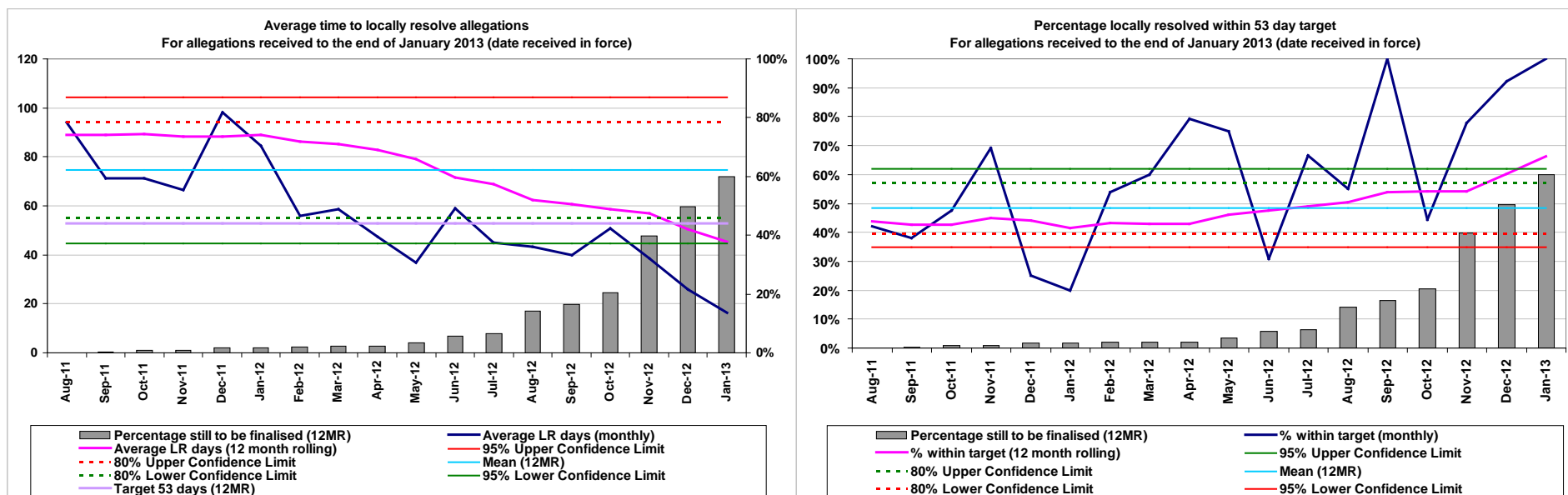
<sup>26</sup> **Disapplication (formerly Dispensation):** In some cases there may be reasons not to take a complaint forward. Examples may include complaints where there is insufficient information, or complaints which are repetitious, vexatious, oppressive, or an abuse of the complaint procedures. In such cases a police force can either disapply the complaint or apply to the IPCC to disapply the complaint. If this is granted, it means that no action needs to be taken with regard to the complaint. In other cases, where the matter of complaint was sub judice, the force does not need the IPCC's consent to disapply the complaint once the criminal proceedings have concluded, providing reasonable efforts have been made to pursue the complaint.

**Discontinuance:** In some instances police forces may find it impractical to conclude an investigation. This could occur if a complainant refuses to co-operate, if the complaint is repetitious or refers to an abuse of procedure, or if the complainant agrees to local resolution. In such cases the police force can apply to the IPCC to discontinue the investigation.

<sup>27</sup> Under the Police Reform and Social Responsibility Act 2011, which came into effect from 22 November 2012, it is no longer a requirement to obtain the consent of the complainant for local resolution. A complainant will however have the right of appeal against the outcome of the local resolution.

<sup>28</sup> The time to locally resolve an allegation is the number of working days between the date the allegation is received and the date the allegation is finalised.

locally resolve an allegation. For allegations received in the 12 month period to January 2012 the average time was 89 days. This compares with 45 days for allegations received in the 12 month period to January 2013.



There is also a positive direction of travel in the percentage of allegations finalised within the 53 day target (as per the chart above right). 66% of allegations received in the 12 months to January 2013 were finalised within the target time, compared with 41% for allegations received in the same period to January 2012.

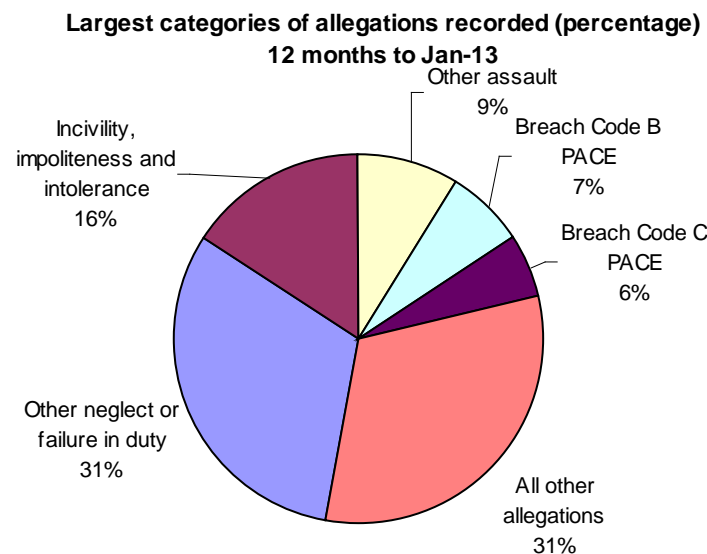
The evidence continues to be encouraging but should be treated with caution. Following introduction of the new regulations<sup>29</sup> a local proportionate investigation<sup>30</sup> has been replaced by a local resolution investigation, and allegations resolved under this mode will be classed as a local resolution rather than an investigation. The proportion of complaints processed under local resolution is therefore expected to rise.

The latest IPCC data<sup>31</sup> provides a figure of 95 days for Nottinghamshire Police, deterioration from 64 days when compared with the same period in the previous year, and below both the MSG and national averages of 58 and 54 days respectively. Data indicates that 33% of all allegations were dealt with through local resolution, lower than 36% for the same period in the previous year.

<sup>29</sup> Under the Police Reform and Social Responsibility Act 2011, that is effective from 22 November 2012, changes are introduced to the local resolution process. Local resolution investigation (LRI) is a Nottinghamshire Police definition and this may change once updated IPCC Statutory Guidance is released.

<sup>30</sup> Nottinghamshire Police carried out a local proportionate investigation where the conduct that was being complained about (even if proved) would not justify bringing criminal or disciplinary proceedings but where the complainant did not agree to the local resolution process.

In the year to January 2013 the top five categories of complaint allegations make up around 70% of all allegations recorded as per the chart that follows. 'Other neglect or failure of duty' continues to represent the largest proportion. 'Breach Code B PACE' (on searching of premises and seizure of property) has seen a rising trend over this time period whilst 'Breach Code C PACE' (on detention, treatment and questioning) remains stable. The percentage of allegations relating to 'Multiple or unspecified breaches of PACE' has increased whilst 'Other assault' has seen a reduction from 12% to 9% in the last 12 months.



IPCC data indicates that Nottinghamshire Police has received an above average number of public complaint allegations per 1000 employees - 106 compared with an average of 88 for Nottinghamshire's MSG. That said the figure is broadly in line with the national average of 115 complaint allegations per 1000 employees.

The number of public complaint cases recorded against Nottinghamshire Police officers and staff employees has seen an increase of around 9% over the last year illustrating evidence of a rising trend. In the 12 months to the end of January 2013, 518 complaint cases were recorded in comparison with 474 for the same period to January 2012. The number of complaint allegations has seen a 14% rise with 948 allegations recorded in the year to January 2013.

As highlighted last month, there has been a notable jump in complaints as a result of the introduction of the new legislation. All expressions of dissatisfaction by members of the public about the

conduct of a person serving with Nottinghamshire Police are now recorded as complaints. In particular, this includes direction and control matters, which are conduct issues relating to policy and strategy of the force<sup>32</sup> rather than the personal conduct of officers or staff.

It should be noted that the number of complaints made by the public can vary depending on the standards demonstrated by officers, general public confidence in their police, and a confidence in the complaints procedures. It is therefore difficult to assess whether a decline and a below average number of complaints is a positive indication of professional standards, or a lack of confidence in the actions likely to be taken by a force when making a complaint.

Police forces are expected to record complaints within ten working days. The IPCC data confirms that the Force continues to improve this aspect to be better than both the MSG and national average. Latest PSD data reinforces that Nottinghamshire Police has sustained a similar

<sup>31</sup> Source: Police Complaints Information Bulletin – Nottinghamshire Police, Reporting Period April 2012 to September 2012, published by the Independent Police Complaints Commission.

<sup>32</sup> This includes allegations in relation to operational policing policies, organisational decisions, general policing standards and operational management decisions.



level, recording 92% of complaint cases within ten working days for the 12 months to January 2013, up from 85% for the same period in the previous year.

#### **Actions**

<b>Location</b>	<b>Current Actions</b>
Force-wide	The Force is working towards a target of locally resolving 60% of all complaint allegations dealt with outside of PSD, and is proactively working to improve the timeliness of the local resolution process by aiming to deal with as many such allegations within 28 working days. Action plans have been drawn up by Divisional Superintendents and these will be monitored by the Deputy Chief Constable through the monthly Standards and Conduct meeting.

## **Appendix A**

### **User Guide to the Performance & Insight Report**

The rationale for a Performance & Insight Report:

This document sets out a summary of the performance of Nottinghamshire Police in relation to key measures to deliver against the priorities in the Policing Plan 2012-15. The Force has agreed a new Integrated Business Planning process which will support performance reporting based on the development of balanced scorecards, which will be built into each of the service delivery area business plans, with key measures being identified for monitoring through this Performance Scorecard Report. This Report will be presented to the Police Authority for approval, and will form part of the Police Authority Committees scrutiny as set out in the principles below.

Principles:

- To provide bi-monthly Performance Scorecard reports for the Police Authority
- To ensure performance reporting aligns to Force and Police Authority Governance
- To ensure robust quality and timeliness of performance reporting to the Force and the Police Authority
- To build in best practice for performance reporting for information, decision making and informing the Integrated Business Planning Framework
- To build the Performance Report to demonstrate performance monitoring to deliver the Policing Plan priorities:
  - To cut crime and keeping you safe
  - To spend your money wisely
  - To earn your trust and confidence
- To implement a Home Office (HO) Assessment method to the system to assess performance against target
- Trends to be assessed using statistical methods used by the HO police performance system i-Quanta
- To demonstrate how the Force is performing against its Most Similar Forces (MSG)
- To design in the what is happening (patterns and trends) and why from the information
- To highlight performance risks in relation to each of the three strategic priorities
- To outline control measures that will be introduced to improve performance

### Key features

The report contains tables showing how the Force is performing in relation to the following Performance Comparators:

- Performance compared to self (Trend)
- Performance compared to target
- Performance compared to MSG and national Forces (where available).

Both long and short-term performance is assessed using the above comparators. Long-term performance is based on a 12 month picture. Short-term performance is based on a 3 month picture, with the target being based on the current month's performance. This allows the reader to assess the Forces progress against the Policing Plan targets using the long-term performance picture, while also allowing them to view any emerging trends in the short-term picture.

Indicators are given a Health Check Measure Rating, which is based on the combined score of the Performance Comparators.

### Commonly used acronyms

ASB – Anti Social Behaviour  
ACPO – Association of Chief Police Officers  
BCU – Basic Command Unit  
BCS – British Crime Survey  
BME – Black or Minority Ethnic  
CSEW – Crime Survey for England and Wales  
MSG – Most Similar Group of Forces; or Most Similar Group of BCU's  
PSD – Professional Standards Directorate  
RTC – Road Traffic Accident

### Data Sources:

Satisfaction data has been taken from the Force's internal user satisfaction surveys  
Confidence data has been taken from the Crime Survey for England and Wales (formerly the British Crime Survey)  
MSG and National comparisons are based on data taken from the external iQuanta systems  
Contact Management data has been taken from the internal Vision, SICCS and Symposium systems  
PSD data has been extracted from the internal Centurion system  
MSG and National comparisons for complaints are based on data provided by the IPCC Police Complaints Information bulletins.

### Data Time Period:

Satisfaction data, excluding MSG and National comparisons, covers incidents reported up to December 2012 (interviews up to February 2013). Data for MSG and National forces is for 12 months of interviews up to December 2012 for Satisfaction data (incidents reported up to October 2012).

Data for MSG and National forces is for 12 months of interviews up to September 2012 for Confidence data.

Data for Public Complaints indicators covers public complaints and allegations up to January 2013.

Data for MSG and National forces is for 6 months to September 2012 for Public Complaints data.

Data for Contact Management indicators covers incidents up to February 2013.

A number of indicators in priority 3 use different date periods due to the availability of data. For more detailed information on these date periods please contact the report author (details shown below).

### Statistical Methodology

Analysis of trend is based on the most recent 12 months performance (long-term trend) or 3 months performance (short-term trend), with tests of statistical significance employed to assess for statistically significant variations in the exponentially weighted moving average at the 80% and 95% confidence levels.

Performance against target (long-term) is assessed using either the 12 month rolling average or year-to-date performance compared to target.

Performance against target (short-term) is assessed using current month performance compared to target.

A 5% level has been used to assess for performance significantly different to target.

**For more information on the statistical techniques employed in the report please contact the performance and insight team:**

**[mi@nottinghamshire.pnn.police.uk](mailto:mi@nottinghamshire.pnn.police.uk)**