



## STRATEGIC POLICING AND CRIME BOARD 11 September 2014

### Local Policing, Contact and Public Protection

#### PURPOSE OF REPORT

1. The purpose of this report is to provide members of the Strategic Policing and Crime Board (SPCB) with an overview of the ACC Local Policing Portfolio for West Midlands Police as currently held by Assistant Chief Constable Carl Foulkes. The report will also cover the areas of Contact and Public Protection as these areas form part of the portfolio.

#### INTRODUCTION

2. This report will outline to members of the SCPB the areas which relate to the ACC Local Policing Portfolio. ACC Foulkes has been responsible for this portfolio since May 2014. The paper will complement the previous paper that was published in January 2014 and will provide an update in relation to key areas of work being progressed within the Portfolio. This will include references to any identified or potential areas of risk across the Portfolio, ensuring that members have a sound knowledge that will assist them in the discharge of their duties around scrutiny and accountability.

#### AREAS OF BUSINESS UPDATES

##### LOCAL POLICING

3. A revision of the Force approach to Neighbourhood Policing is currently taking place. This reflects the changing face of policing, service provision and communities which together demand a more innovative approach to the way we deploy our resources and engage with our communities.
4. Recognising the important role of Neighbourhood Policing in improving confidence and in managing demand and vulnerability, the real challenge is how we are able to evaluate the preventative and engagement work that is taking place. Opportunities to develop consistency in our approach and to help shape the future operating model may exist with the Organisational Change Team and with our new business partner, Accenture.

5. The Local Policing Leaders Forum chaired by Chief Superintendent Emma Barnett (Birmingham West and Central LPU) is a lively monthly meeting where best practice and consultation takes place. Developments in other connected parts of the Local Policing portfolio are shared here before further discussion takes place with local Commanders at the monthly Local Policing Governance Board. This board is chaired by ACC Foulkes. July's board recognised the need to rationalise and streamline the Local Policing portfolio. This discussion resulted in changes to silver leads, demonstrating a commitment amongst senior leaders to continually seek ways to refresh our approach in key areas. Priority Areas, the Troubled Families programme, demand management, offender management, Young People, and Engagement constitute specific and prioritised areas of work within the portfolio that have assumed additional momentum in recent months.
6. Chief Supt Emma Barnett leads on the work being progressed within the Neighbourhood Policing portfolio, and following debate at last November's workshop, work continues apace around key themes. Specialising and professionalising the Neighbourhood Policing role is being progressed with role profiles being defined and the skills and training required to deliver Neighbourhood Policing identified. The Portfolio continues to engage with other departments such as Learning and Development to ensure consistency in the training and continued professional development of frontline staff involved in the delivery of local policing, including Police Community Support Officers, Special Constables, and the new recruits.
7. The Partnership work stream is also subject to on-going review and this will continue into the autumn with a review of the Partnerships Teams across the force. These teams are responsible for developing strategic relationships and partnerships across LPUs as well as addressing vulnerability, working with young people and developing engagement opportunities. They play a pivotal role in ensuring best practice and applied learning in the way we safeguard and problem solve within our communities.

## **REFERRAL PORTAL**

8. The Referral Portal detailed in the last update as a pilot scheme being run on Birmingham North LPU has now been rolled out across other Birmingham LPUs. Although in its infancy, some real benefits are being seen. This is an extensive area of work that centres on getting the right help to the right people. It provides frontline officers with the opportunity to engage potentially vulnerable members of our communities with third sector, voluntary, and sometimes statutory partners. These partners have access to the expertise and funding that is required to ensure the provision of additional support and to ultimately reduce the likelihood of any future risk or harm to the individual or to the family.

## **PRIORITY AREAS**

9. Further to the update provided on Priority Areas in the January paper, Chief Superintendent Richard Moore (Birmingham East LPU) is now the strategic lead for Priority Areas. Chief Supt. Moore is currently reviewing progress around Priority Areas, and will work with the Force Organisational Change Team and Accenture to incorporate the best learning from Priority Areas into the Force's Future Operating Model. There will be engagement across the LPUs and with

local partners to ensure we work together to deliver the best results for our communities in these defined areas.

## **YOUNG PEOPLE**

10. Chief Superintendent Matt Ward (Sandwell LPU) is now leading the Young People work stream. A review has taken place of the Schools & Police Panels model in Birmingham to assess its effectiveness and relevance. This has been successful and observations of the current model will serve to inform how we support future roll out across the force which reflects specific local needs. Identifying potential in our people to competently assume the role of Schools Links Officer highlights our commitment to identifying effective ways to engage and share information with our schools. A partnership with Newman University to support this venture is also being considered.
11. The Sport England programme has commenced following a successful joint bid. This three year programme sees young people from some of our priority areas being encouraged to engage with locally run sporting activities. Through a working knowledge of our communities, local officers will work with Sport England to help to identify the most effective ways to engage with those young people who have historically been harder to reach. A review of how local officers are supporting the delivery of the Prince's Trust programme across the force will also continue as we seek to maximise opportunities in our engagement with young people.

## **TROUBLED FAMILIES**

12. In June 2013 the Government announced an intention to extend the Troubled Families Programme which would reach out to a further 400,000 families over a five year period commencing April 2015. The Government has recently confirmed this pledge. In the West Midlands Police area, Dudley local authority will be an early adopter site for the new expanded programme. 'Troubled Families' are defined as households involved in crime and anti-social behaviour, have children who are not in education, have an adult on out of work benefits, and/or who cause high cost to the public purse (discretionary criteria). Under expansion of the new programme, new criteria will apply and will consider families:
  - affected by domestic violence
  - who have vulnerable children
  - have a range of mental and physical health problems
  - are at high risk of unemployment; and
  - who are involved in crime from generation to generation
13. West Midlands Police continues to work on developing a performance framework for Troubled Families which will endeavour to assess and develop evaluation methods for demand reduction for costly services resulting from the Troubled Families Programme.

## **ANTI-SOCIAL BEHAVIOUR**

14. Police and partners are approaching the final stages of preparation for the local arrangements to the Anti-Social Behaviour, Crime and Policing Act 2014. Processes are being put in place across the seven Community Safety Partnerships to review how they respond to complaints of ASB from the community.

15. A threshold for reviews (also known as the 'community trigger') has been amended and agreed with partners. This takes into account both Home Office guidance and a desire to accommodate a hate crime element.
16. At this time, and whilst West Midlands Police await the conclusions of the OPCC consultation for the community remedy, a pilot will commence in Dudley in order to facilitate officers' understanding of how the process may work for them.
17. The risk matrix for ASB vulnerability described at the January meeting is now subject of a pan-Birmingham assessment and would appear to be capable of use in the threshold review process described above.
18. Two partnership events have been run at Tally Ho! Training College with local speakers and representatives from the Home Office. Partners have received briefings and had the opportunity to collectively assess how the legislative changes will translate to improved service provision. West Midlands Police Corporate Communications Department is in touch with their seven CSP counterparts to ensure consistency in messaging.
19. The Chief Constable has authorised use of the new dispersal power by PCSOs and the enforcement of public space protection orders (PSPO's) which are subject of Command Team approval. The use of Community Protection Notices (CPN'S) has been restricted to officers only. West Midlands Police Command Team is due another briefing in the autumn to satisfy itself with some of the processes and the force will capture these in a policy.
20. West Midlands Police is due to be inspected in September and October by HMIC. The theme is described as an interim inspection to help make judgements about how well forces are reducing crime, preventing offending, investigating offending and tackling ASB. There are four headline questions, the last being 'how effective is the force at tackling ASB'?
21. Current ASB performance is at 78.0% satisfaction (rolling 12 months) up to and including the end of July and recorded ASB has been at its expected seasonal high across the summer.
22. The refresh described in the January minutes of the ASB manual of standards has taken place albeit the release will coincide with the ASB Act.

## **RESTORATIVE JUSTICE**

23. The roll-out of Restorative Justice (RJ) continues, with an ambitious training programme well under way. By November 2014, every Response team, every Neighbourhood team and every Offender Management team will have restorative justice trained personnel. The plan will also see every single Police Community Support Officer (PSCO) receiving basic RJ training: this commitment will further enhance the capacity of PCSOs to problem-solve local issues. By the end of the year, training will also be under way for officers in investigation teams. Later in 2015, training will be delivered to a select group of officers identified as RJ 'experts', and these officers will be developed as trainers who can cascade RJ skills even more widely.
24. The training being delivered is part of a comprehensive strategy to embed RJ activity in key areas of business for West Midlands Police. RJ already features in the strategic plans for Offender Management, and it is intended that its use will be

further developed with the introduction of the Community Remedy in October 2014. The Community Remedy will be a menu of options available to victims of crime where their cases are dealt with outside of the courtroom, and the Police and Crime Commissioner is currently consulting on a proposed selection that includes RJ.

25. As well as internal efforts, West Midlands Police is exploring an ever-expanding array of partnership initiatives. An innovative collaboration has seen Midland Heart, the Birmingham Safer Housing Partnership and West Midlands Police committing staff to a dedicated multi-agency team specializing in RJ facilitation. With a firm focus on early intervention in ASB cases, the initial results of this on-going venture are extremely promising. Elsewhere, SIFA Fireside has invested in the recruitment of dedicated RJ facilitators who have recently begun working with some of the force's highest risk offenders. Whilst these initiatives are centred on the Birmingham policing areas, a number of locally driven pilots have been established. Most recently, Walsall LPU has forged an alliance with probation, the prison service and youth offending teams, with a shared aim to develop rehabilitative approaches where RJ is at the core. At an executive level, a multi-agency panel has been convened to help direct and develop RJ activity throughout the force area. Having agreed a common vision for RJ delivery, the group is currently commissioning a scoping exercise that will identify the scope of RJ delivery within the West Midlands area.
26. Whilst the various initiatives are in their infancy, the use of RJ by frontline officers is growing steadily: so far, RJ meetings have been ensured the peaceful resolution of a wide range of crimes and ASB matters, as well as being used to tackle community issues such as speeding. WMP officers have also tested RJ in the most delicate of situations, from issues such as conflict between youths and care home staff to challenging behaviour between patients in mental health facilities.

## **INTEGRATED OFFENDER MANAGEMENT**

27. West Midlands IOM provisions continue to feature prominently in respect of National MoJ reducing adult reoffending quarterly performance (171 Boroughs):

Borough	Actual % Reoffending	%Variation from Benchmark
1. Sandwell	5.38%	-25.66%
2. Dudley	5.76%	-23.20%
8. Wolverhampton	6.97%	-17.17%
12. Coventry	7.17%	-15.55%
17. Birmingham	6.99%	-13.89%
22. Solihull	6.94%	-12.90%
26. Walsall	7.84%	- 12.46%

28. Unfortunately, due to changes following Transforming Rehabilitation (TR) these will be the last quarterly re-offending returns in this format. As well as occupying the top two positions, it should be noted that all 7 WM Local Authority areas feature in the top 15% nationally.
29. IOM arrangements are subject to a three strand improvement strategy, namely:
- Maintain or Improve the current performance of the force specific to IOM
  - Build an effective process for Domestic Abuse Offender Management
  - Influence the Transforming Rehabilitation (TR) agenda, building relationships with emerging Community Rehabilitation Centres (CRC's) and National

Probation Service (NPS). Feedback clearly indicated that participants thought the training should be offered to a wider audience, in particular 'frontline' officers.

30. Improved Performance

Crucial to the maintenance and on-going improvements for IOM has been the development of the standard set of principles for IOM across LPUs and departments. In May, a workshop with Offender Management Sergeants took place where a Standard Operating Practise (SOP) model for IOM was developed.

31. The Central IOM Team has begun to work with each local IOM team using this SOP to standardise effective operating practises and raise performance across all areas.
32. The SOP includes practice for IOM professionals to extend knowledge and capability into other teams & departments, in order to increase the capacity for IOM approaches for reducing risk from re-offending.
33. The Central Team is also working with L&D to develop a three tiered training strategy for IOM. This will increase professionalism and knowledge across all departments.
34. Initial work has commenced to develop a comprehensive approach for IOM performance reporting. Nationally, there is an absence of an effective IOM performance framework and as a result, the Central IOM team hope to work with MoJ, College of Policing and potentially a third sector company to develop a three tiered workbook approach to reporting IOM performance.

35. DA Offender Management

An interim position for managing DA offenders has been agreed. This will be facilitated through the continuation of current pilot arrangements and, where possible, will be supplemented by a small resource within each of the Domestic Abuse Teams within the new PPU builds. A training package has been developed and delivered as DA Offender managers come into post during the phased roll out of Service Transformation and the PPU DA teams.

36. The experience and practice of the interim arrangements will be considered alongside a reference panel of lead professionals, academics from DA field and other critical advisors. Current practice and reference panel guidance will shape the development of recommendations for longer term arrangements which will be reported by end of 2014.

37. Managing TR

WMP have supported NPS & CRC's during the formal case management and staff selection arrangements involved in Transforming Rehabilitation. This has inevitably resulted in some disruption with re-assigning caseloads, albeit in the transition arrangements have gone smoothly. Both NPS & CRCs have continued to engage in strategic and operational developments during this challenging time for Probation services.

38. During a recent National Strategic IOM Working Group chaired by Acting CC John Long, it was evident that this position has not been reflected across the country,

with many other regions reporting significant issues during transition arrangements. Both local & Central IOM teams continue to work with CRC & NPS colleagues to help overcome problems during on-going transition.

## **CONFIDENCE**

39. Progress is being made in relation to the Improving Public Confidence work which is being led by Chief Supt Mark Robinson. A 6-strand plan was presented to the Chief Constable and ACPO in March 2014 where it received broad support. These 6 strands together with the relevant updates are detailed as follows:

40. Confidence delivery plan

This continues to be a working document that is subject to continuous review via discussion at the monthly Force Confidence Board which is jointly chaired by ACC Foulkes and Chief Supt Mark Robinson. This plan is currently being revisited to reflect the organisational changes to the Force.

41. Neither/Nor plans

Funding was authorised and obtained for BMG to continue the work on the remaining 6 Local Policing Units. This was delivered during July 2014 and is now being reviewed with a view to the creation and implementation of a tactical plan that is bespoke to individual LPU's. Force Communications will lead this work together with the respective LPU leads.

42. Confidence Key Driver analysis bespoke for LPU's

Signals from Noise (SfN) is a performance monitoring and improvement software tool which creates charts based on pre-defined measures or a combination of measures and structure. Historically, access to the system has been confined to a limited user group. The Force is now working on a one-click access system in order to expedite a more simplified flow of information to the Neighbourhood Sergeant who can feed back to staff and to the community. Following a successful pilot on Sandwell LPU, provisions are in place for access scheme to be rolled out across the force.

43. Roll out of the You Said, We Did, We Listened methodology

This process was subject to an experiment and to academic review. During the course of the experiment, confidence increased significantly in one of the pilot NHTs, from 64% to 87%. The development of an automated IT system with the capacity to feedback to the public will be subject to IIP. An interim solution developed by local officers which has allowed the methodology to be rolled out in Sandwell in June 2014 has resulted in over 1800 households being surveyed. Over 700 had no issues to report. Speeding, Parking, ASB and Youth Nuisance constitute the main areas for concern. The LPU is currently working on these priorities and feeding back to the public. Over 1200 people surveyed requested updates which supports the importance of feeding back to our communities.

44. FTD/Confidence/Survey Methodology

The academic review suggested improvements to the manner in which we obtain our confidence measures. BMG have been engaged in this process to establish measures at our disposal which can determine what individual members of the

public mean by Confidence and what influences their perception of it. This work is in its infancy and in its research stage.

45. Prolonging of current experiment

Support and funding has been secured for the continuation of the experiment until December 2014.

46. The previous threats identified have been minimised or negated with the exception of the delivery of fully automated NPT websites which depends on ICT capacity. This remains the most significant delay and threat to force wide implementation of the You Said, We Did, We Listened methodology.

## **SATISFACTION**

47. Compared with Forces most similar to West Midlands Police, the Force is just below average. The Chief Constable and the Commissioner aspire to further improve levels of Satisfaction through the Force's Change Programme, particularly for victims and witnesses. In order to understand what drives satisfaction and how it is effectively measured, ACC Foulkes leads discussion at a monthly delivery group.

48. Victims of crime and anti-social behaviour are contacted six weeks after their incident is recorded. They are asked about various aspects of the service they have received. Over the last 12 months (to end of May 2014) overall satisfaction with the service received for crime is stable at 83.6%. The last five months have seen improvement in satisfaction of Crime since last autumn's low.

49. Supervisory officers from Sergeants to Chief Superintendents on each Local Policing Unit are required to conduct monthly dip samples of reports of ASB which requires the officers to make direct contact with callers of ASB to measure initial police response to service and satisfaction thereafter. Results from the online surveys are collated and this is subject of discussion and further action during the monthly meetings.

50. Satisfaction with ASB remains stable at 77.8% (rolling 12 months). Like satisfaction with crime, performance deteriorated in autumn 2012, but the does now seem to be slowly improving (see Performance paper).

51. In July, the ASB Risk Assessment Matrix will be piloted across Birmingham LPUs (last autumn it was piloted in BE and BW). The matrix aims to better identify and deal with vulnerability and risk amongst ASB victims and as a result may help to improve satisfaction levels across these LPUs.

## **Public Protection Unit (PPU)**

52. In May 2014 Detective Chief Superintendent Danny Long commenced the role of Head of the Public Protection Unit. Mr Long is currently supported by three Detective Superintendents.

53. Detective Supt Tim Bacon is the Silver lead for Child Abuse (CA), sexual offences and sex offender management with geographic responsibility for Birmingham.



54. Detective Supt Angela Whitaker is the Silver lead for domestic abuse (DA), vulnerable adult abuse (VAA) and Sentinel with geographic responsibility for Wolverhampton, Walsall, Sandwell and Dudley.
55. Detective T/Supt Hurcomb is the silver lead for child sexual exploitation (CSE) and online child sexual exploitation with geographic responsibility for Coventry and Solihull.
56. The roll out of the new Service Transformation operating model commenced on 2<sup>nd</sup> June 2014. This new operating model demonstrates West Midlands Police firm commitment to protecting the most vulnerable members of our communities. At the conclusion of the Service Transformation programme in November 2014 the force will have increased the public protection establishment from 446 to 720.
57. On 2<sup>nd</sup> June 2014 the initial phase of the rollout commenced. This saw the new operating model 'go live' in relation to Review teams, VAA, CSE, OCSET, Sexual offences teams and sex offender management teams. The key changes to the operating principles are detailed below.
58. The joint Force Review Team staffed by officers from both FCID and PPU is accountable to ACC Crime. The team provides the force with a cold case review capability for murder, missing persons and serious sexual offences. In addition to undertaking Internal Management Reviews for Serious Case Reviews and Domestic Homicide Reviews it will serve as a repository for identifying organisational learning.
59. The dedicated Vulnerable Adult Abuse team provides the capability to both safeguard and investigate incidents involving vulnerable adults. This new structure will bring consistency and enable better partnership working to provide interventions, solutions and investigations, which involve a vulnerable adult.
60. The dedicated Online Child Sexual Exploitation team (OCSET) will consist of locally based officers reviewing all absent and missing children incidents for CSE trigger factors. They are supported by a central team who work closely with local partners to safeguard children and develop intelligence around victims, locations and suspects. The team proactively develop trigger plans in order to disrupt and prevent CSE activity.
61. The dedicated Sexual Offences Team will be located across 3 hubs, and undertake secondary investigation of all sexual offences committed against victims aged 18 or over who are not classified as being victims of domestic abuse (DA) or vulnerable adult abuse (VA). This will include offences of voyeurism and exposure through to rape. They will also deal with Human Trafficking offences where the purpose is for sexual exploitation. The Western hub went live on 2<sup>nd</sup> June and the Birmingham and Eastern hubs will go live on 01/09.
62. The dedicated Sex Offender Management teams will be located into 3 hubs maintaining respective geographic responsibility for Western, Birmingham and Eastern areas of the Force. The teams will be aligned to the SOTs to ensure synergy in relation to identifying offenders and the risk they pose.
63. The introduction of the new dedicated Domestic Abuse (DA) teams for the force began on 16<sup>th</sup> June. They were initially rolled out across Walsall and Wolverhampton Local Policing Units and most recently went live in Sandwell and Dudley on 28<sup>th</sup> July. The teams are based locally but centrally managed. They work with local partners in the prevention of domestic abuse. They investigate all DA incidents regardless of crime type (except for murder) as well as the management of serial offenders. Each LPU continues to provide the initial response to this thematic area of business and will conduct the

primary investigation and implement initial safeguarding interventions. The DA team work closely with the Child Abuse teams to ensure effective working and holistic assessments of risk where children are involved.

64. The Force has experienced a consistent increase in the recording of DA incidents since May 2014. This increase in recording has mainly centred on those areas on the Western side of the force. DA recording peaked to unprecedented levels in June and July putting additional pressure on the newly formed teams. Fortnightly Gold meetings chaired by ACC Foulkes provide enhanced. This is to ensure that the force fully understands this issue and is able to react to that increase on demand by flexing both public protection and force resources.
65. The same time line has been followed in relation to the new operating principles of the local Child Abuse teams. The Child Abuse Investigation Team (CAIT) has expanded their responsibility for not only the investigation of familial abuse and neglect but all sexual allegations where the victim is a child at the time of reporting. Child deaths identified as highly suspicious or murder will be investigated by the FCID Homicide Team. This team will have the resilience, experience and skills for such an investigation but will also draw upon Detectives from CAITs to work alongside the investigation utilising their specialist skills.
66. The second Multi Agency Safeguarding Hub (MASH) for the Force began operating within the Birmingham Local Authority area in July 2014. This follows the implementation of the Sandwell MASH which involves the co-location of West Midlands Police, Children Social Care, Adult Social Care, Housing and Neighbourhood Services, Probation and Health. The intention of the new operating model is to raise the quality of information sharing and therefore becoming better informed when conducting risk assessments around the wider family. September will see the introduction of a MASH within Coventry local authority area.
67. Public protection will continue to lead on Sentinel which is the force-wide initiative aimed at targeting members of the community who are the most vulnerable. This initiative will be re launched in October with a designated team to enforce the key aims and service delivery to vulnerable victims who may be reluctant to come forward due to a lack of confidence in reporting to statutory agencies. The initiative will continue to focus on five key areas child sexual exploitation, HBV, human trafficking, female genital mutilation and domestic abuse.

## **Force Contact**

68. The purpose of this next summary is to provide members of the Strategic Policing and Crime Board with an overview of Force Contact, key developments and an outline of current performance.

### 69. Overview of Force Contact

- Non-Emergency Call Handling

The two new Force Contact Centres at Lloyd House and West Bromwich went live on the 20<sup>th</sup> November 2013. Whilst they are physically based at two different locations they operate as a single entity. In mid June 2014 and as a consequence of the refurbishment of Lloyd House, the Contact Centre at that site has been temporarily relocated to Birmingham West Police Station, with additional Business Continuity

capacity at Halesowen Police Station. New staff have been recruited and trained in this area. Development of new staff is supported by the provision of mentors.

- Emergency Call Handling

No significant changes have occurred within this business area.

- Control & Service Desk

Whilst service delivery in this area remains unchanged, a process of '*co-locating*' the Control and Service Desk functions is underway and the number of sites is reducing from ten to five.

<b>LPU Control Rooms</b>	<b>New Location</b>	<b>Date</b>
Birmingham West & Central	Bournville Lane	Completed
Birmingham South		
Dudley	Smethwick	Completed
Sandwell		
Coventry	Willenhall	Completed
Solihull		
Walsall	Wednesfield	October 2014
Wolverhampton		
Birmingham East	Sutton Coldfield	December 2014
Birmingham North		

In July 2014 a force-wide 'Load-Share Process' was introduced for the Service Desk function. This streamlined the procedure for operational officers to gain access to essential systems, such as PNC and intelligence management. Through a similar telephony process to the Non-Emergency Contact Centres and regardless of officer location at the time of the call, officers are automatically connected to the first available agent. Current performance analysis shows that 92% of all calls from officers are answered within the 30 seconds time frame.

- Front Offices

The Department continues to explore the future options for Front Office provision and has recently completed a survey of public perception and demand within each of the offices across the Force, including detailed analysis of users' needs and requirements. The results of this are currently being analysed and together with the feedback from a comprehensive consultation process will be presented to Force in the near future. There has been extensive partner and community consultation throughout the review, including IAG, and online surveys.

- Crimes Service Team

The Crimes Service Team (CST) currently operating from three sites, namely Wednesfield, Bournville and Coventry. The CST ensures integrity and accuracy of crime recording within West Midlands Police in accordance with the Home Office Counting Rules. The process allows for crimes to be reported, recorded and allocated for investigation with identified lines of enquiry within minutes, thereby increasing officer productivity whilst at the scene. The CST has been praised in a recent HMIC Inspection.

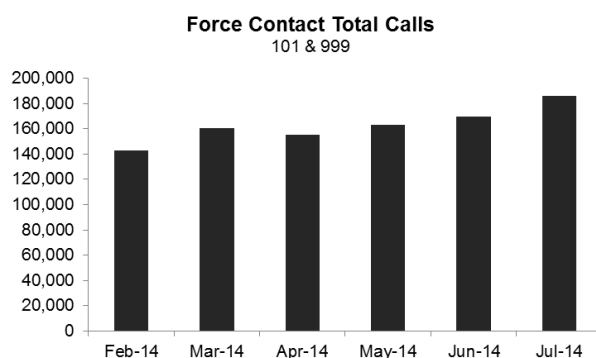
## 70. Key Changes

- Service Delivery Officer

Following the successful introduction of a Service Delivery Officer into the Non-Emergency Contact Centre, the same function has also been introduced within the CST for a trial period. As a result, performance improvements have been noted and the Service Level Agreement (SLA) for answering calls has increased from 85% to a current average of 91%. Force Contact is actively exploring opportunities and efficiency gains that this role can bring to other aspects of service delivery.

## 71. Performance

- While total calls exceeded 185,000 for July 2014, this was a decrease from the previous year and the trend since the introduction of the Force Contact Centre has shown a consistently lower volume of calls in line with the drive to reduce repeat calls and deal with matters at the first point of contact.



- There has also been an upward trend in the call volume demand over the course of the year however this is consistent with seasonal variations in demand, with the month of July generating the greatest level of call demand over the last three years.
- Of Total Call Demand handled by Force Contact 74% is managed within the department with the remainder transferred to LPU for action (July 2014). Since the inception of the First Contact Resolution principles to the Contact Centres in November 2013 the volume of work sent to LPU for resourcing has remained steady at the 27% mark.
- The SLA for Non-Emergency Call Handling has averaged 83% since the introduction of the NE Contact Centres and has been showing an upward trend as the centres develop and new staff is integrated.
- The Emergency Call Handling SLA has been running consistently over the 90% target for the past year however a dip to 88% in July is linked to the seasonally increased level of call demand.

- The number of calls received by the Crime Services Team continues to increase month on month, with a current high of 25000 for July.

#### 72. Risks

- Staff turnover has been identified as a significant risk to Force Contact and the continued delivery of an effective service. In order to manage and mitigate this risk, the department has an on-going recruitment and training process in place for all functions. This area is monitored and directed through the Force Contact Workforce Strategy Group which identifies staffing development needs and consequent training.
- Service delivery confidence has been adversely impacted by a software failure within the Forces telephony system resulting in a total Phone Outage for a number of hours. This prevented any incoming telephony on both the 999 and 101 systems. The 999 system was supported by Staffordshire Police as part of the normal Business Continuity process for the Emergency Call Handling. The immediate cause has been identified and systems put in place to prevent a similar reoccurrence. This failure in the Telephony system is currently subject of an on-going '*Gold working group*' which is seeking to develop longer term solutions and to mitigate the risks of similar occurrences in the future.

#### 73. FINANCIAL IMPLICATIONS

- The implementation of the Non-Emergency Contact Centres is now delivering savings of £5.2m year on year (2014/15 onwards).

#### **FINANCIAL IMPLICATIONS**

74. There are no financial implications.

#### **LEGAL IMPLICATIONS**

75. There are no legal implications.

#### **RECOMMENDATIONS**

76. The Board is asked to note the content of this report.