



**Police and Crime Plan Priority: Building Trust and Confidence II**

**Title:** Access to Services

**Presented by:** ACC Chris Johnson

**Purpose of paper**

1. The purpose of this report is to update the Strategic Police and Crime Board on performance relating to our calls for service, our response to the public and what West Midlands Police (WMP) preparations are for 'summer demand'.

**Background**

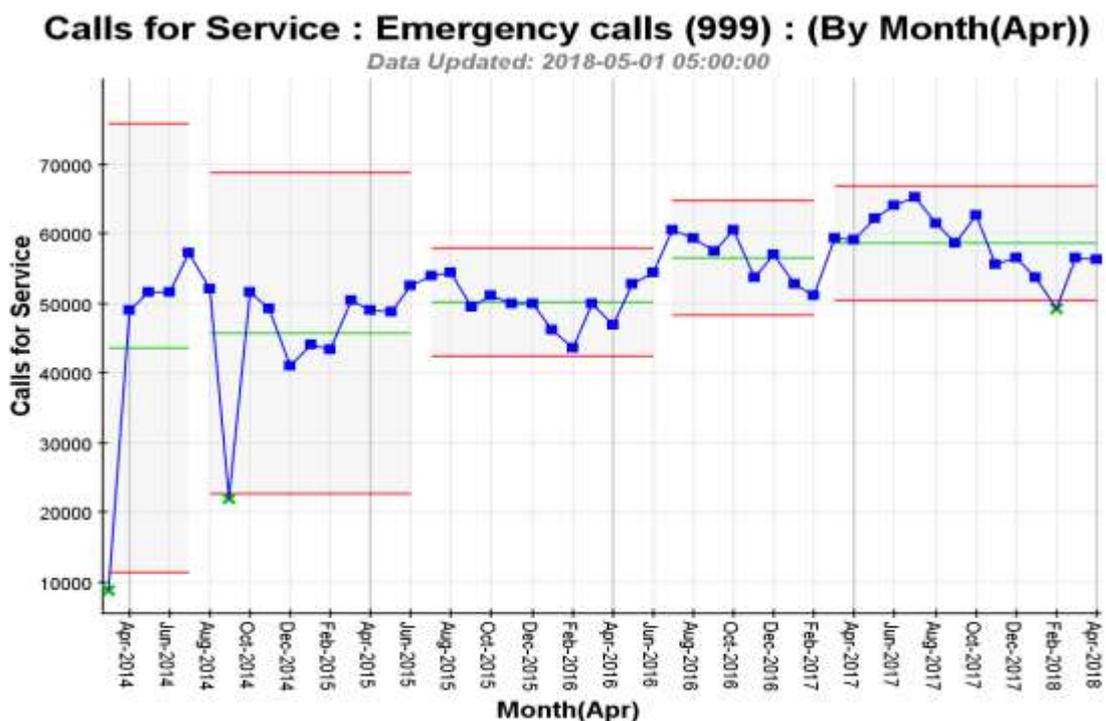
2. In the previous Access to Services report from November 2017 we were describing a very different picture of an unprecedented level of demand in calls for service. In addition to not being up to establishment in either Force Contact or Force Response. We have since been able to rectify the situation; introduced new and improved processes and have implemented lessons learnt and subsequently been able to focus upon a renewed level of service to the public.
3. WMP continues to operate a call handling system which gives access to a 'contact handler' who will provide immediate access to advice, support and resolution.
4. All calls, whether emergency received on 999 or non-emergency 101, are assessed and graded appropriately through a THRIVE+ risk management system, where an assessment is made of the individual threat, risk, harm, and vulnerability of the caller. The contact handler will determine whether the caller needs to see an officer as quickly as possible, whether or not they need to see

a police officer in person and they will guide the member of public to the appropriate policing or partner resource in the most appropriate timescale.

5. The contact handler will also, where possible, attempt to resolve the call as quickly and efficiently as possible. We currently resolve 70-75% at the point of call.
6. It is worthy of note that approximately 62% of incoming 999 calls are assessed as not needing an emergency or priority response.
7. This paper aims to set out to the public what to expect in an emergency and what our new non-emergency policing offer will be. Our ambition is to base our approach to non-emergency policing on the quality of service provided and resolution at first point of contact wherever possible.

### Calls for Service

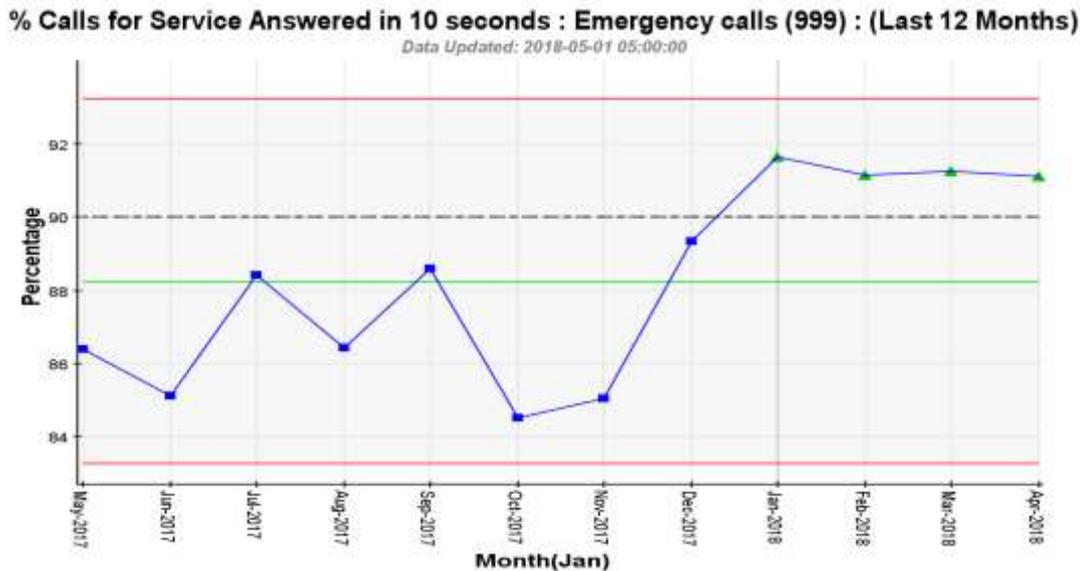
8. The below chart shows the total number of 999 calls that have been received by WMP;



9. We continue to see a consistently high level of 999 calls, with a steady increase in call demand since June 2016. West Midlands Police receive around 12% more calls for service than the national average (321 calls per 1000 population during some of our peak demand).

10. We focus and prioritise our 999 call answering service based on speed in line with the national service level agreement to answer 90% of 999 calls received within 10 seconds. When we receive the 999 call we then assess the call and grade our response accordingly based on the threat, risk and harm posed.

11. The below chart shows our current performance in answering 999 emergency calls against the national service level agreement:

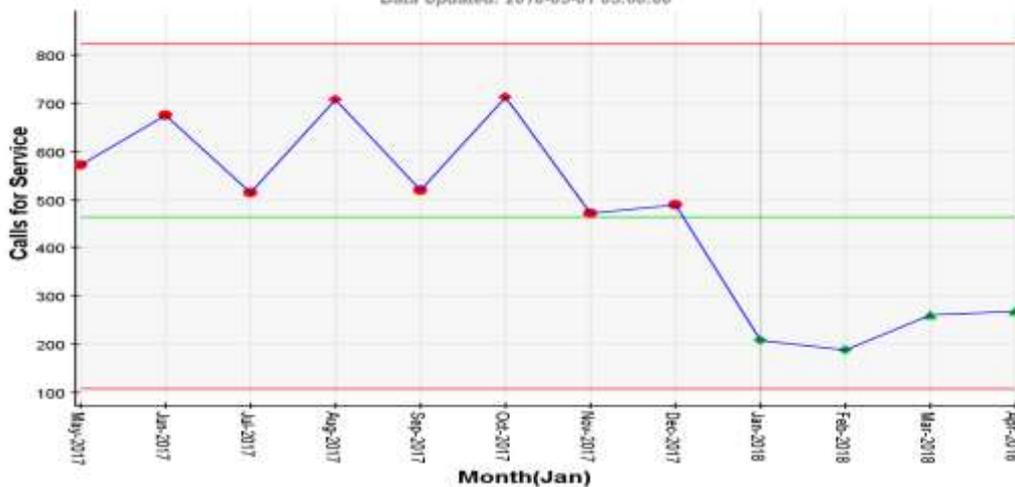


12. Our 999 Emergency Service has seen a significant and sustained improvement over the last five months, with the last 4 months consistently being above the national service level agreement to answer 90% of calls within 10 seconds. WMP will maintain this commitment to meet this national standard and we will continue to focus on answering the calls from the public as quickly as possible at the time they need us most.

13. In addition to speed, we monitor our effectiveness by assessing the number of abandoned 999 calls and can demonstrate an improving trend as shown overleaf:

### Abandoned After 10 Seconds Threshold : Emergency calls (999) : (Last 12 Months)

Data Updated: 2018-05-01 05:00:00



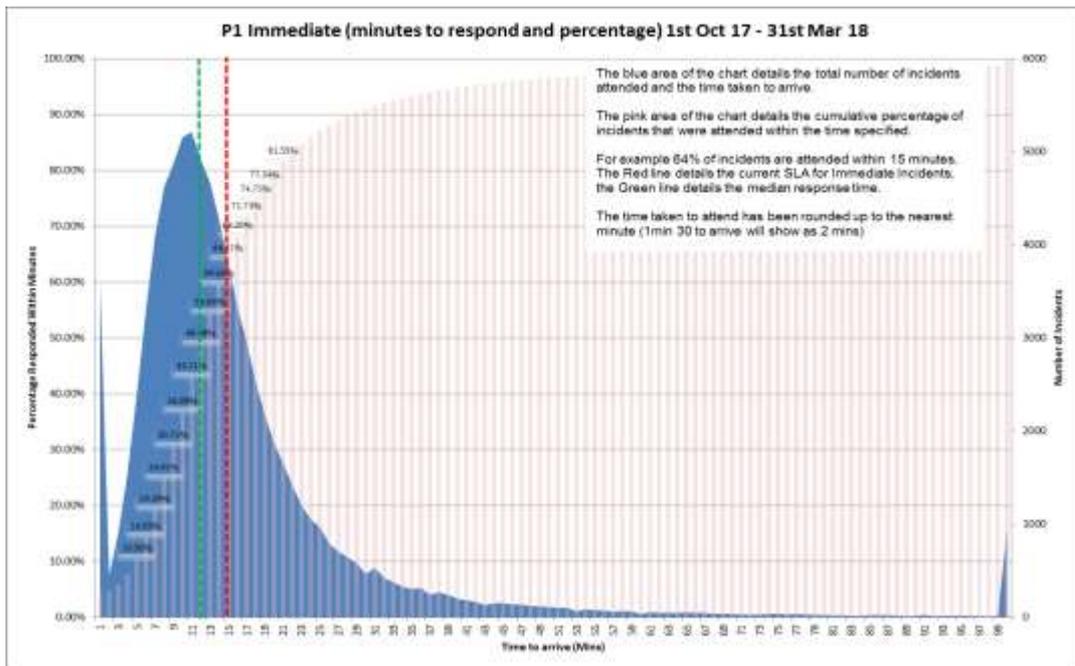
14. Our service has improved significantly in recent months and is assessed alongside the national guideline of less than 1% of calls being abandoned. Currently 0.7% of total 999 calls are abandoned which is an improving trend.
15. Force Contact has continued to make a conscious decision to prioritise 999 call handling above all other calls for service. Throughout 2017, staff within Control Rooms (undertaking dispatching and resourcing of incidents) were answering 22% of all 999 calls received.
16. This has proved how agile we have become across our functions within Force Contact to focus on our calls for service and deal with them as quickly and as effectively as possible; to be able to increase our capacity when needed. We have since been able to reduce this impact to less than 5% of these calls being dealt with by this function, allowing them to focus on the prioritisation of risk and vulnerability within incoming incident logs.
17. The Non-Emergency Policing Service offer will include call handling (101), Face to Face contact in our Public Contact Offices (PCOs) and digital channels (Online Incident reporting, Web chat and email).
18. The principles of our non-emergency service policing offer are;
  - To focus on QUALITY of service to the public ensuring that wherever possible matters are resolved at the first point of contact (currently between 70-75%).
  - Where it is not possible to resolve in the first instance we will be clear as to the next course of action and when to expect further contact.
  - Public Contact Offices (PCO's) will manage Online Incident Reporting – this can be managed without impacting on service to the public attending in person.

- To optimise, enhance and develop new digital services to allow the public to connect with us through a variety of channels enabling us to prioritise human contact to helping the most vulnerable.
  - We will continue to inform members of the public when we interact with them to report online (where appropriate) and to look at the website 'Understanding my Options'.
19. There is no national target for answering non-emergency policing calls. WMP has been measuring itself against a performance measure that was in place a number of years ago (an SLA of answering 90% in 30 seconds) but this figure does not take into account the increased complexity of incidents being reported to the police and the offer now which is to effectively deal with the call rather than transferring to another resource. We believe going forward that non-emergency calls with a policing purpose should focus on answering within a *reasonable* time as well as the quality in how we deal with the call.
20. WMP recognises that some performance measures are part of a national framework, these targets have been set outside of WMP and take no account of the national shift in demand. One of the features of our current performance criteria is that it defines our service delivery into a binary state.
21. WMP has been exploring options away from the current performance measure , to a measure which better reflects our performance. It has been agreed that the 'median' performance measure is a much better description given our current data sets; the median provides a much better sense of our performance of the 'central location' of the volume of our data.
22. Our continual challenge will then be to drive this measure down. The process of responding (answering the call - creating an incident log – obtaining caller details – finding and allocating a resource – travel time – attendance) can then be broken down to see which areas we need to improve.
23. The median time it took WMP to answer non-emergency calls over the last 12 months was just under 2 minutes (1minute 53seconds), however April 2018 saw this reduce to a median of 55 seconds.
24. Average Call Handling Time has seen increases over the last four years. This includes an upward trend since November 2017 as contact handlers began to crime more at the first point of contact for some of the more high volume and low risk crimes. This delivers a better service to the caller and increases capacity within our Force CID department to enable them to use their investigators for more complex matters.

25. Since this process change, Force Contact are responsible for recording in excess of 33% of the total recorded crime at the first point of contact. This is an increase of around 6%. Each crime recorded at the first point of contact will take an average of 20 minutes to record and this is a significant impacting factor on the increase in call handling time.
26. If we assess your need for help as a 'priority investigation', we will aim for an officer to attend and see you within 24 hours. This is a change from the current 8 hour attendance target enabling us to provide a more victim focused, realistic, consistent and flexible service reflecting how people live their lives.
27. There is no change to how we approach 'scheduled investigation' when we will arrange an appointment for an officer to visit you in person which will take place within 3 days. There is no change to how we approach telephone investigation which will take place within 3 days. There is no change to how we approach incidents assessed as requiring neighbourhood resolution which will take place within 5 days.

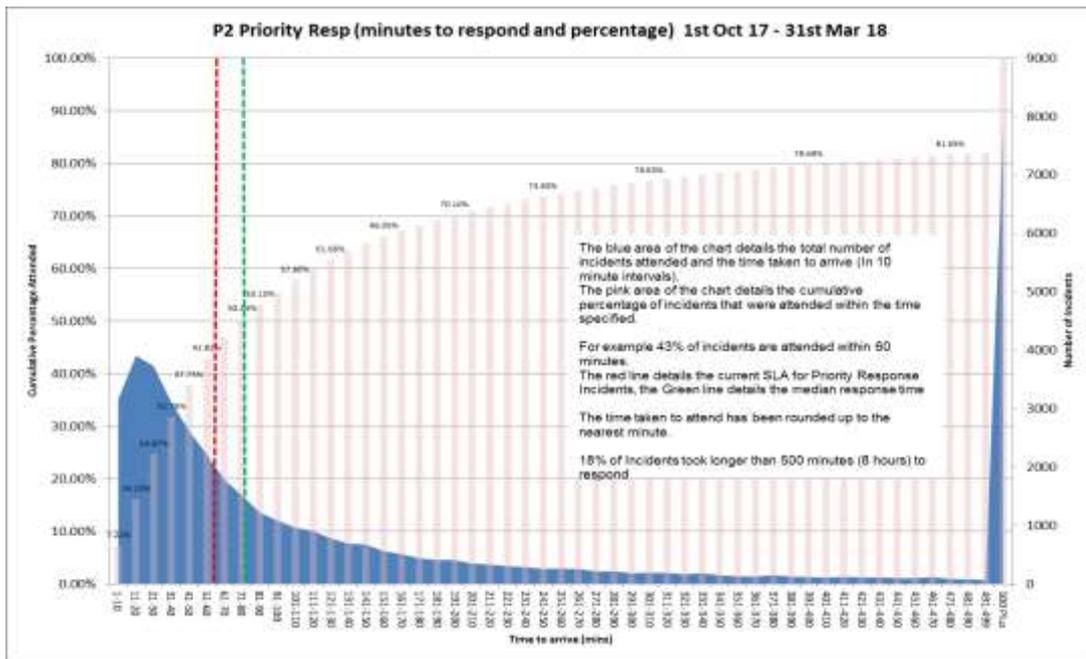
### **Response to our Calls for Service**

28. Our Force Response department has primary responsibility for servicing those calls graded as requiring an immediate or priority response. For those assessed as immediate response, we will always direct the nearest resource to you and we will aim to be in attendance as quickly as possible.
29. In current terminology we have said we will aim to be in attendance within 15 minutes. WMP has for some weeks been consistently attending approximately 65% of immediate incidents within the 15 minutes. However, this rate only tells part of the story as it does not reflect that WMP is now attending more 'immediate' incidents within the 15 minute target time than it ever did before (approximately 200 per week). We want to recalibrate the message to the public that we will be with them as quickly as possible and we will strive to improve our time attending, but most importantly improve the quality of what service is received when we do attend.
30. That said, WMP should still be held to account for its ability to respond to the most urgent of calls to give the public confidence that when it is an immediate we will get there as quickly as possible. The below graph shows the data between 1<sup>st</sup> October 2017 and 31<sup>st</sup> March 2018 which shows;
  - Our median response time 12 minutes (green line).
  - 64% were arrived at within 15 mins (red line).
  - 90% were arrived at within 28 mins.



31. WMP will strive to improve response times by increasing our median time but with the overarching aim of doing the right thing by the caller and getting to them as quickly as possible.
32. Calls that require a physical response but are not classified as urgent may be graded as a 'priority response'. For these incidents we respond in line with the THRIVE+ assessment and in any case as soon as possible. The call handler will explain to the caller when they will likely be able to dispatch an officer. Historically we have always internally set this response at a 60 minute service level agreement, however this does not accurately represent priority, complexity, threat risk and vulnerability so we will prioritise accordingly but the grading of the incident will remain a 'Priority Response'.
33. Our Force Contact team will keep the member of public updated as to the progress of the response. Contact staff will aim to call back after 40 minutes from the initial call to ensure that the caller is kept informed and ensure there is no change in the threat due to a change in circumstance.
34. Again, WMP will still measure this performance and strive to improve on attending as soon as possible appropriate to the Thrive+ grading The below graph shows our current performance in this area from 1<sup>st</sup> October 2017 to 31<sup>st</sup> March 2018 which shows;

- Our median response time of 71-80 minutes (green line).
- 43% were arrived at within 60 mins (red line).
- 18% were arrived at after 8 hours.



35. From this analysis we will be focusing on delays in dispatch times, particularly at shift handover periods and do further work to understand the approach needed to be taken to improve service to the public in this category. Until such time we have a greater understanding, our service level agreement will continue to be aim to attend within one hour, but our contact handlers will guide the member of public at times of peak demand.

36. Although there has been a documented increase in individual officer productivity within Force Response, this has not been enough to match the increase in demand. To better match the supply of officers to our predicted demand curve, from 14<sup>th</sup> May 2018 the department is introducing what is known as a 'banded shift pattern'. This will see a move away from the traditional three start times for shifts to a staggered approach that will deploy more officers at our busier times. The primary objective of this revised shift pattern is to improve our response service, especially around emergency and priority incidents. By introducing the system now, together with a slightly amended abstraction policy, we will have more officers capable of responding to emergency and priority calls for service during the anticipated spikes in demand over the summer period.

### **Making Officers Mobile**

37. Mobility is the issuance of data-connected "smart" devices to police officers and staff to provide the resources required to stay mobile and agile, reducing returns to the station by enabling remote, digital access to the systems, information and paperwork that would normally remove them from the streets.

38. Device rollout commenced in November 2016 with around 3,800 devices currently in daily use and quickly increasing. The next phase will provide the capability to another 930 staff and reviews are in place for further expansion.
39. Mobile App development is supported by a dedicated in-house team with many years' experience in the police force, resulting in bespoke, and fit-for-purpose apps designed especially for West Midlands Police. We currently offer a suite of 24 applications that assist officers in their duties with a further 6-8 new products in development. We also have over 50 suggestions from frontline officers for further apps we could develop in the future, which would go through a prioritisation process to identify the greatest need and benefit.
40. The ambition remains to make officers more mobile, provide them with the intelligence required to improve decision making and reduce the time required for administrative duties, all of which improve public visibility and confidence in the service WMP provides.
41. The below updates are to provide the board with a greater understanding of how the mobility and devices are assisting our officers and ultimately providing the public with a more efficient and effective service.

#### ***Incident Update***

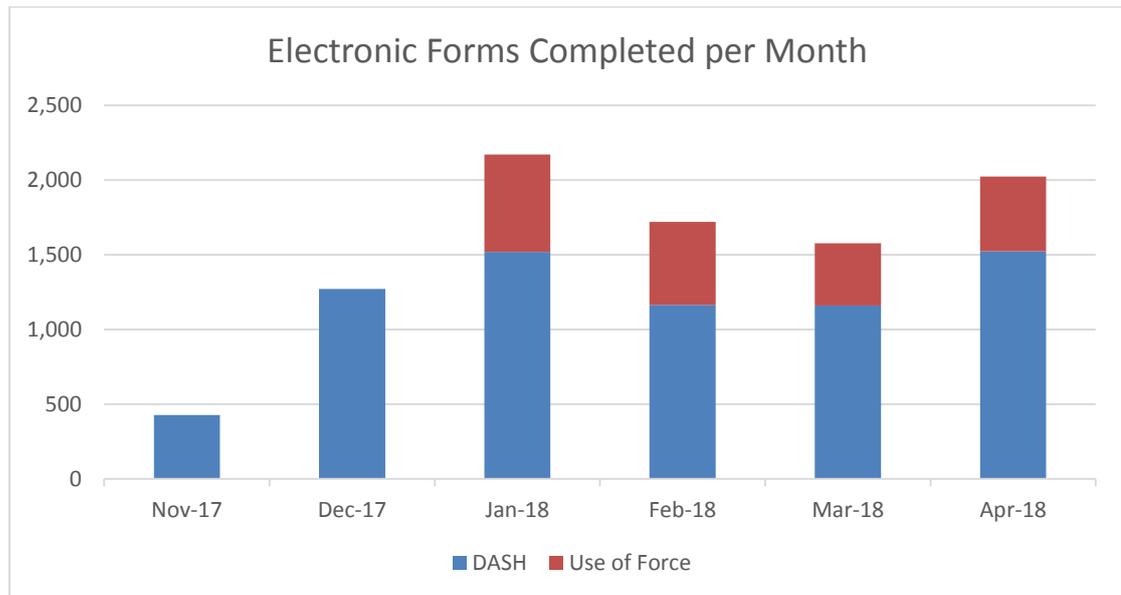
42. The Incident Update app allows voiceless dispatch, reducing Airwave radio usage and improving the quality of information transmitted to officers, aiding quicker response and better decision-making. It includes satellite navigation capability enabling our officers to rapidly respond to incidents when an address or location has been identified. This app is used by over 1,000 officers every day.

#### ***Electronic Forms***

43. Since the launch of WMP's electronic forms in November 2017, over 7,000 forms have been completed. Electronic forms enable our officers to complete tasks remotely, removing the need to repeatedly return to the police station to fill in paper forms, thus increasing officer visibility to the public. In addition, the ease of completing forms electronically has increased compliance and accuracy, improving the quality of the data we capture and therefore our ability to protect the public.
44. Domestic Abuse, Stalking and Harassment (DASH) and Use of Force forms are already being well used, with our Sudden Death and Vulnerability Referral forms due to launch imminently. Over time, WMP will continue to transition more paper forms to the electronic platform, strategically reducing the amount of time taken to fill in forms.
45. The DASH form allows our officers to capture relevant information and a digital signature from a domestic abuse victim during their initial visit, minimising the need to

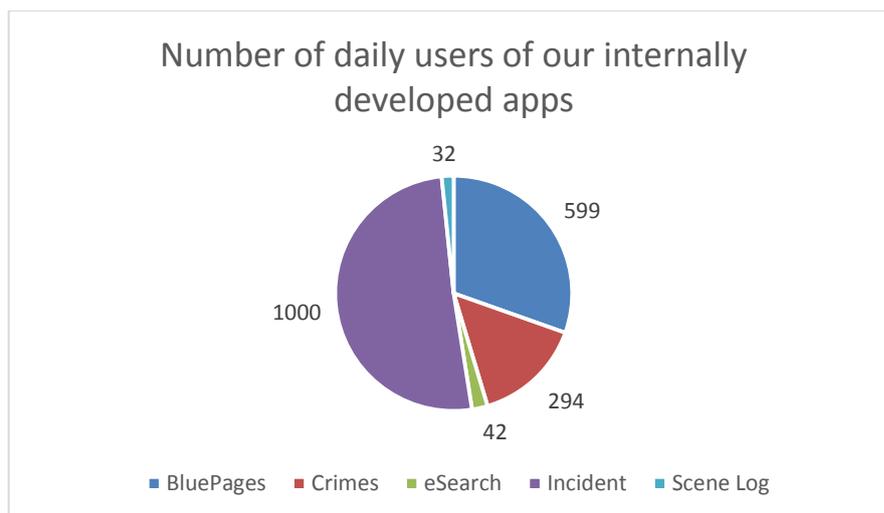
make return journeys. It has also improved our ability to rapidly assess the risk to the victim and react accordingly.

- 46. Use of Force is a form mandated by the Home Office, requiring our officers to report each time they have needed to use force. WMP has developed an adaptive digital solution, which requires officers to only complete the relevant information determined by the type of force used, thus minimising the amount of time needed to complete this mandatory form, and enabling them to be more visible to the public and spending less time completing forms in police stations.



### **eSearch**

- 47. WMP launched its eSearch app in August 2017. Officers can now complete a stop and search form electronically, reducing the amount of time taken to complete a search by up to 30 minutes per record. Not only does this greatly reduce the impact on a member of the public who has been held for a stop search to take place, but it has also significantly increased the visibility and availability of our officers.



## Digital Service Offer

### Online Incident Reporting (OIR)

- We went live with online reporting on 27<sup>th</sup> July 2017
- Up to 5<sup>th</sup> April we had 4,109 Online reports
- 69% Theft and 31% Criminal Damage
- Only 14% required calling back so we could then deal appropriately with them.
- 66.4% of OIR were crimed
- 12% of OIR's resulted in an incident log being created (by applying the risk management model).

Of the 66.4% of OIRs that resulted in a Crime being recorded the Top ones are:

- Theft from Motor vehicle 24%
- Crim Damage to Vehicle 16%
- Theft other 15%
- Theft Shop or Stall 9%
- Theft of Pedal cycle 7%
- Burglary residential\* 10% (*\*Burglary Residential is assessed by the Public Contact Officer and an incident log created for attendance if it's appropriate, based on that assessment. You cannot currently record online if a person has entered your property*)

48. The public can choose what to report online, we guide them to the appropriate offence and includes reports of Theft, Criminal Damage, as well as Theft from Shop or Stall and Bilkings (petrol theft) for businesses.
49. 96% of OIRs are actioned/resolved within 24hrs the 4% that aren't is usually due to the citizen not getting back to us.

### Website

50. The website "hit" continues to grow since its launch in August 2017 from 147,407 'hits' to 347,092 in March 2018.

51. 32% of traffic to WMP website comes from Facebook, 26% via Google and 20% direct
52. 72% of users access the WMP website using their mobile, 20% via desktop and 8% via Tablet (we did the right thing making sure it was designed for mobile use); the below lists show the 'most viewed' on our website;

**Most Viewed pages (Since launch):**

- Homepage – 470,791
- News - 201,984
- Contact Us – 140,377
- Campaigns – Talking Stalking – 80,975
- Incident Report – 65,241
- Update Murder investigation after teenagers body found in Wolverhampton (news) – 57, 723
- Overseas Visitor Registration – 40,097
- We need your help identifying young girl (news) – 44,544
- Man charged with murder after being traced to Spain (news) – 40,646
- West Park Murder Victim named – 38,946
- Police Auctions – 36,273
- Birmingham NPU – 35,047

**Most Viewed Your Options Pages (Since 15 January 2018 when our recording structure changed):**

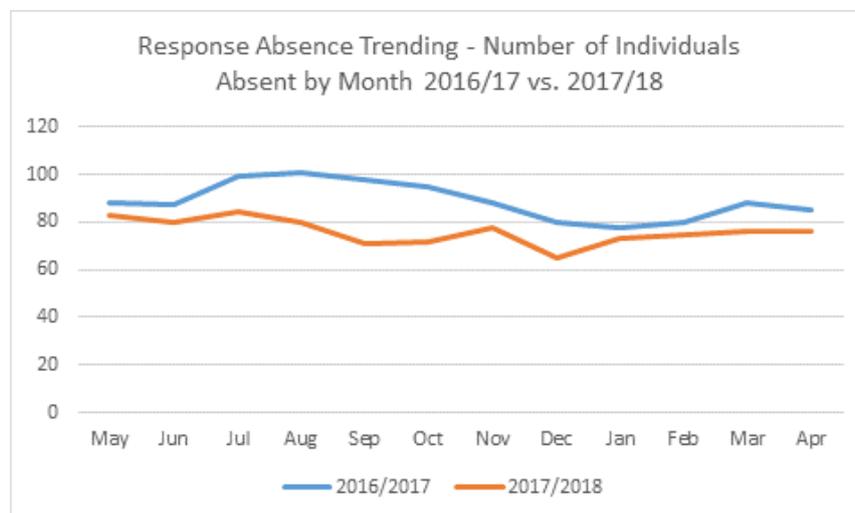
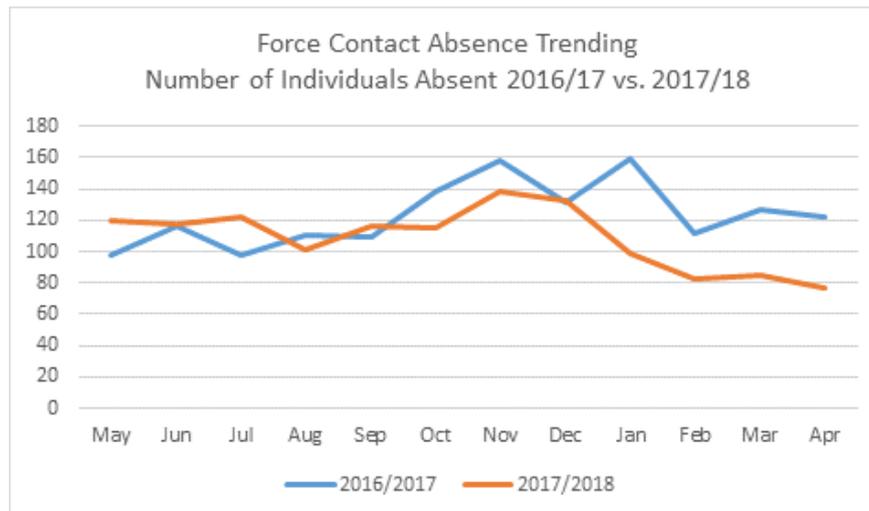
- Theft of motor vehicle – 9,388
- Residential Burglary – 6,265
- Road Traffic Collision – 5,992
- How to pay traffic fines –2,864
- Lost property – 2,742
- Illegal off road bikes and mini motos – 1,967
- Victim Support – 1,686
- Arrest Warrant – 1,483
- Residential Burglary – 1,237
- Parking on yellow lines – 1,209
- Domestic abuse – 1,123
- Harassment – 1,076

53. The below table shows details of the total usage on the Website since August 2017;



## Staffing

54. Force Contact are at the agreed establishment level and have been since November 2017 and has remained stable. This has been as part of a structured recruitment process through our People and Organisational Development (POD) team. The training office has continued to offer structured training to new staff joining the Force. Staff within the training office continue to deal with live demand throughout their training programme.
55. The POD team have supported the attendance strategy for Force Contact and Force Response and implemented the below principles;
- ***Brilliant Basics in Absence Management***
    - Return to work interviews completed on first day of return to work. Open the link to the HR Advisor team on wellbeing plans and capability process
  - ***Annual Leave Process to be reviewed***
    - Consistency on delivering a 24/7 365 day of the year service to the public balanced with the wellbeing of our people with our approach to annual leave being fair, consistent, transparent, timely and professional.
  - ***Line Manager upskilling***
    - All Line Managers to receive a toolkit and the knowledge on how to confidently tackle absence in a fair and consistent way.
  - ***Absence Pictures***
    - Equip Line Managers with absence trending patterns for staff who are repeatedly absent to have a proactive discussions on wellbeing and reasonable adjustments.
    - Link into conduct for patterns of behaviour
  - ***Long Term Sick (LTS) updates***
    - HR Advisor team to provide an update on LTS sick cases over 100 days with prognosis and support for Line Managers.
    - 28 day intervention by HRA if Line Manager has not initiated a case.
56. The below charts show the affect this has had on our staff which was implemented in December 2017 (with the greatest effect in Force Contact);



57. We are currently implementing an 18 month plan to redeploy fully fit operational police officers from the Control Rooms in Force Contact and into Response and Neighbourhood teams which will conclude in October 2019. In 2018 this will see 61 police constables (PCs) redeployed and 50 PCs in 2019.

58. Principles of this plan include;

- Maintain resilient 24/7 service for the public and colleagues.
- Ensure public and colleague trust and confidence in WMP by redeploying fully fit officers to roles where their contribution is optimised.
- Develop our work ambitiously and at pace.
- Develop our work in line with the values of WMP, e.g. working with our people; creating opportunities for police staff development; for police officers within 18 months of retirement at start February 2018 not factoring in to redeployment.
- Coherence with wider WMP workforce strategy.
- Coherence with wider WMP2020 ambition and relevant projects.

59. In terms of Force Response strength, there has been a healthy turnover of staff keeping what is a challenging role refreshed with new additions from student officers as well as some redeployments from other roles. Going back to before last summer, the force recognised that the department's operating strength was significantly below where it should have been. Accordingly, the department was supported by the force as it received the bulk of transferees, waves of student officers and ran an internal recruitment process offering officers from other NPUs and Departments the opportunity to move to Force Response.
60. One issue to bear in mind relating to deployable strength is student officers. It is strongly recognised the positive difference that these officers bring to their teams, but they also have a series of training needs (e.g. driving grades, public order etc.) which can lead to sizeable abstractions and logistical difficulties, as well as the need to certain points to be 'double crewed'.
61. Looking forward, while responding to calls for service is one of the oldest functions of policing, this does not mean that there is no innovation or change taking place across the department. The banded shift pattern is part of the Smarter Responding project which is re-shaping the nature of the role. Summer will see the trial of new devices (laptops and tablets) which will effectively create a portable office in response cars as we put the capability of desktop computers on the streets. Other innovations such as digital statement taking, the roll out of the PNC App and Mobile ID over the summer, as well as the implementation of the banded shift pattern will see a constant evolution of the response function over the coming months.

### **Preparations for Summer Demand**

62. With 2017 seeing peaks in demand reach 2700 open incident logs we have learnt a great deal and organisationally put a force lead to coordinate the efforts of WMP to prepare for what is likely to be another exceptionally high demand for calls for service; based on the national trends from 2014-2017 increases.
63. WMP have taken significant steps to prepare for our summer demand period. One of which is to have Superintendent lead for the force to coordinate all the combined efforts, and the plan includes the following;
- Contact and Response being in the best place for their establishment.
  - Response implementing a 'banded shift pattern' to create more resources available at peak times.
  - Implemented a diary appointment system for non-urgent incidents and created more timeslots.

- WMP have introduced a joint resolution team; between contact and response; to assist with prioritisation and professional advice on who is best to deal with an incident.
- Neighbourhood policing teams have undertaken demand reduction work and implemented intervention and prevention plans.
- Greater focus on targeting offenders

64. The above plans are overseen by ACC Operations at the Resilience Board within our current Governance structures to ensure the plan is fully supported within WMP. This plan replicated some of the methodology we used for our Christmas resourcing resilience plan.

65. We have to recognise that when demand increases, all departments play a key role in increasing their offer to deal with incoming calls for service, in particular neighbourhood policing. As calls for service go up; our ability to deal with the 'here and now' becomes more challenging. As a result we ask more of our neighbourhood teams to respond to those calls which require a physical attendance which can limit their overall prevention tactics during this period. However, with each call for service they deal with, their local knowledge and expertise can add an intervention/prevention offer at this point of contact.

### **Next Steps**

66. The board is asked to acknowledge the considerable efforts made in Force Contact and Force Response; with particular note to;

- The wellbeing of staff
- The improved service to the public
- Preparations for Summer 2018

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