



**Strategic Policing and Crime Board
September 2022**

Police and Crime Plan Priority: Police and Crime Plan

Title: Access to Police Services

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Purpose of paper

1. The Police and Crime Plan sets out that accessibility to police services is part of people's confidence in policing and their satisfaction with the service they receive. Most importantly, people want a quality service when they contact the police.

Performance timescales for 999, 101 and Live Chat

2. WMP Force Response has two key performance metrics:
 - Attend P1 logs within 15 minutes.
 - Attend P2 logs within 60 minutes.
3. As of September 2022 the Force Response establishment will reflect the increase from the Police Uplift project. Strength is slightly above the Transition State 1 figure of 1010 constables. As we move through the remainder of the 2022 and into 2023 the current peak of police students within the Professional Development Unit (PDU) will start to reduce, releasing staff back into core Force Response duties. With the increased number of deployable officers within Force Response the minimum staffing level will increase from 125 to 138 from September 2022. It is anticipated that the Force Response minimum staffing levels will increase further as the strength on Force Response grows as outlined above.
4. As was apparent during the Commonwealth Games, deploying additional staff at periods of peak demand enables more calls for service to be attended within the Service Level Agreement (SLA) and dealt with on the day they are received. This approach reduces the number of older retained calls for service and improves the quality of service callers receive, enhancing the legitimacy of WMP within our communities.

5. While the growing numbers of staff available for deployment on Force Response provides opportunities to improve performance, learning drawn from the experience of the Commonwealth Games supports a wider reassessment of the supervisory roles within the function thus ensuring staff are deployed in a manner to improve productivity. This reassessment will involve the development of three distinct supervisory roles covering:
 - The initial triage of calls for service working in collaboration with Force Contact colleagues
 - The internal management of resources to maximise staff efficiency and quality assure work
 - An external focus upon operational service delivery through critical incident management, advice and guidance to staff on the ground
6. In addition to the growth in staffing resilience and a reassessment of supervision Force Response now has two Force Control Room Inspectors (YM1) aligned to each of the five shifts. This increase recognises the acute and critical pressures associated with the role and provides the force with additional capability and capacity at peak times. Enhanced YM1 coverage supplements our ability to improve force performance through the improved management of calls for service linked to critical or major incidents, pursuits or spontaneous firearms deployments.
7. Mission Support own the overall plan to manage performance during the peak summer months. This plan involves the frequent analysis and review of demand, both current and anticipated. The outcome of this analysis is managed through the weekly Tasking and Assurance meeting, where decisions are made to move resources across the organisation to address service demand levels.
8. Internally, the Force Response function in collaboration with Force Contact, review resource levels at the start of each tour of duty, realigning staff to balance the fluctuations in demand
9. The start of the Commonwealth Games coincided with the anticipated seasonal demand peak. In view of the level of force resources committed to police the Games, the Senior Leadership Team within Force Response proposed the introduction of 12 hour shifts for their staff which was agreed. Force Response, formulated a plan to maximise the efficiency and effectiveness of the staff working extended hours which included the provision of distinct roles for the additional supervisors on duty designed to improve the productivity of Force Response staff.
10. The plan was implemented and as anticipated incoming demand remained consistent before peaking towards the end of July, the first weekend of the Commonwealth Games. Despite the additional calls for service, adherence to the plan saw working logs reduce, cases of vulnerability were identified and prioritised and the percentage of logs being dealt with on the same day as they were created increased to 90%. The learning from this period provides opportunities to improve future performance as outlined above.

11. The current cost of living crisis is expected to increase calls for service coming into WMP. Whether this anticipated increase in demand is crime related (theft, domestic abuse, fraud) or related to vulnerability (mental health, concerns for welfare, neglect) it will place further pressures on Force Response' capacity and capability. The subsequent resourcing and management of this demand is likely to be challenging given the complexity of such issues and time required to provide an effective service.
12. The effectiveness of Force Response supervision and leadership will be critical to the management of this anticipated increase in demand. The learning from the Commonwealth Games highlighted the importance of defined supervisory roles to ensure clarity of purpose, with clear lines of responsibility and accountability and as such will be a key element of our response to this challenge.
13. The ambition for Force Response is to become the most efficient and effective response function in the country. The current means by which success is measured is quantitative (time to respond to incidents / volume of logs dealt with). Recognising the complex and varied nature of each incident Force Response attend, introducing qualitative measures into the performance framework is challenging. For example, what staff do at a domestic incident at 10am on a Tuesday morning may look very different to what staff do at a domestic incident at 10pm on a Friday evening. Both approaches may be appropriate but for very different reasons. For instance, demand on a Friday evening will likely be more acute than a Tuesday morning, with pressures to redeploy staff to incoming logs of higher threat and risk. Additionally, alcohol or medical issues may be factors which determine the course of action taken at that particular time, at that particular incident, in response to the often unique set of circumstances. It is for this reason staff on Force Response are instructed to do the best possible job they can at every incident they attend. Whether or not this is achieved is measured against the circumstances under which the staff are operating at the time as opposed to a pre-determined set of directions which give little flexibility to the varied and unpredictable nature of emergency response policing.
14. To support service delivery at times of peak demand, Force Response work a banded shift pattern. This pattern means more staff are on duty and deployable at times when more calls for service are being received, for instance on late duties, Friday and Saturday nights. Recent analysis confirms that the banded shift times reflect the current demand profile. The same analysis also highlighted opportunities to revise Public Holiday resource levels to better meet the varying levels of incoming demand across the three shifts during the day. These changes will be implemented in due course, enhancing our ability to maintain service levels at key times on dates which have historically seen the same number of staff on duty regardless of the predicated demand.
15. As with the previous responses, the role of supervision in the balancing of demand volumes with the delivery of a quality service is critical. All three previously outlined Force Response supervisor roles will contribute to achieving this balance. In addition, Force Response senior leadership are now engaged with the "End to End" programme within FCID to ensure primary investigations, filing decisions and

handover points all reflect the reality and complex nature of response policing in 2022.

16. The volume of incoming demand is primarily dependent upon public behaviour. Work continues in order to identify efficiencies so that internal demand is managed more effectively in order to create additional capacity within Contact Handling. This will lead to an improvement in call waiting times whilst the Force Contact Improvement Plan continues to develop mechanisms where complex and time consuming call demand is diverted to alternative resources in order to create yet further call handling capacity.

17. Quality of Service, both in terms of the allocation of appropriate resource and customer feedback suggests that the majority of service users feel WMP are delivering a good service

18. The table below details percentage of demand of incidents attended:

ROC, P7-9	Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec
2020			69.92%	69.72%	70.57%	73.38%	74.66%	75.23%	75.73%	75.85%	75.34%	75.42%
2021	73.63%	72.94%	72.59%	73.74%	73.20%	72.01%	71.10%	72.03%	72.43%	72.63%	73.62%	72.38%
2022	73.57%	73.73%	73.12%	72.32%	71.70%	70.95%	70.97%					

19. The table below details % of demand that is resolved at initial contact:

Calendar Year	Resolved at Initial Contact
03/2020 - 12/2020	73.74%
01/2021 - 12/2021	72.69%
01/2022 - 07/2022	72.33%

20. Force Contact and Corporate Comms have been working through a number of options focused upon public awareness. Social media activity has focused upon reminding the public that they need to think about why they are calling the police and whether it is a genuine emergency and where possible, encouraging them to use the online services. It also highlights the use of the Bob-E AI deflection tool within the Live Chat facility and also the Integrated Voice Recognition tool within our telephony system to again signpost people to either the most appropriate service or the most effective engagement channel to use.

21. At present, the significant increase in demand and reduced staffing levels mean contact handling are struggling to answer all calls for service, particularly non-emergency calls as emergency calls are prioritised. On each shift, some call handlers are ringfenced to only answer emergency calls with the aim of allowing all emergency

calls to be answered within the SLA. Although this is often successful during earlier hours of the day, during periods of increased demand the proportion of emergency calls answered in under 10 seconds decreases, and the volume of non-emergency calls answered also reduces.

22. Force Contact utilise citizen satisfaction scores from SMS and web surveys to monitor performance of call handlers for measuring quality.
23. The Force Contact Service Improvement Team have previously recommended that the department begin public education campaigns (similar to those used by the NHS) to communicate the most appropriate method of contact for their needs. This would assist in reducing the volume of non-emergency calls made to 999, allowing emergency calls to be answered within the SLA and a prompt response given. Additionally, it would allow the public to be signposted to other agencies such as local councils to resolve issues that are not police matters, which would also reduce the volume of non-emergency calls for service. In doing this, the available call handling staff would be able to more effectively manage the incoming demand and provide a timelier response to members of the public.
24. At present, WMP do not use forecasting tools to anticipate trends in future demand. This is part of the work currently being undertaken with Accenture, to develop a reliable tool which will allow us to better predict future demand and give us sufficient time to re-purpose / re-deploy resources to effectively meet that demand
25. Under the current conditions, factoring in reduced staffing levels and increased demand (particularly increased emergency demand), we are not currently meeting the national target for 999 and 101 response and call handling times. It is important to note that the national data is provided by BT, and reflects a lower level of volume coming into WMP than is actually the case. Whilst the data is helpful in allowing forces to understand their performance when measured against that of other 'most similar', there is too little information available to allow for an informed and reliable assessment.
26. WMP continue to focus upon answering all 999 calls within 10 seconds, and 101 calls within 3 minutes. However, with the rise in overall call demand being significant over the last 6 months (nationally there has been a 20% rise in 999 demand, across WMP that rise has been 40%), marginal gains have been less noticeable. The impact of the increased demand must not be ignored either. WMP has seen an average of 2000+ more P1 Immediate response incidents created per month, when compared to February-July 2021. This increased the pressure upon Force Response resources, and any subsequent enforcement activity then adversely impacts FCID / PPU / CJU and NPU resources.
27. In May and June 2022, WMP received the third highest volume of 999 calls in UK, and ranked as the lowest performing against the average time to answer emergency calls and the proportion of emergency calls answered after 60 seconds.

May-22	WMP	Highest ranking	Lowest ranking	WMP Rank
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Total Calls	58,563	176,035 MET	4,883 Dyfed-Powys	3rd
Average time to answer (seconds)	36.6	6.4 Lincolnshire	36.6 WMP	44th
Median time to answer (seconds)	9	3 Lincolnshire	14 North Yorkshire	41st
% Calls answered under 10 seconds	51.0%	89.1% Lincolnshire	32.2% Durham	40th
% Calls answered in 10-60 seconds	28.0%	8.9% Leicestershire	57.3% South Yorkshire	32nd
% Calls answered in 60 seconds or longer	20.6%	0.4% Derbyshire	20.6% WMP	44th

Jun-22	WMP	Highest ranking	Lowest ranking	WMP Rank
Total calls	59,347	165,617 MET	4,846 North Yorkshire	3rd
Average time to answer (seconds)	36.2	7.1 Bedfordshire	36.2 WMP	44th
Median time to answer (seconds)	7	3 Bedfordshire	23 Dorset	31st
% Calls answered under 10 seconds	57%	87.6% Merseyside	32% Dorset	38th
% Calls answered in 10-60 seconds	23.20%	10.1% Cambridgeshire	52.5% Cumbria	29th
% Calls answered in 60 seconds or longer	19.80%	0.5% Gwent	19.8% WMP	44th

28. Initially Live Chat was intended to service c.38% of incoming call demand. However, this has never been realised, given the target was based upon non-industry standards and the overall increase in demand has not allowed further resource to be dedicated to this function. Due to the complex nature of some of the matters being reported via Live Chat, the concurrency rates are relatively low. These would need to increase significantly for the service to become cost efficient. At this time it offers an alternative channel for the public, which suits the lifestyles and expectations of the younger demographic in society

WMNow Strategy

29. WMNOW is a secure, two-way instant messaging system to enable and develop community engagement with members of the public who have registered on the system. As of March 2022, there were 121,028 citizens registered on this system. Users receive messages via email and/or text and can respond likewise. The messaging system enables the force to fulfil people's expectation that they will receive live and/or real time updates about incidents happening in their community or local area.
30. During 2021/22, the messaging system was upgraded and the service offer refreshed. This refresh included tailored messages around the needs of individual communities e.g. Impact Areas. There are nominated PCSO's within each ward who are responsible for managing outbound and inward communications, to ensure that the quality of messaging is consistent. The force is also currently developing a "digital kin community" which is a network of digital influencers who can help propagate key policing messages.
31. In 2022, Corporate Communications designed a new WMNow strategy aiming to improve satisfaction and outcomes on the platform. This followed a platform assessment which revealed issues that were resulting in high numbers of subscribers leaving each month. Further analysis showed the platform was not being used in the best way by officers resulting in low interaction and engagement with users.
32. The new strategy places greater emphasis on improving satisfaction reach and outcomes, with more tailored and relevant local messaging. This was delivered by setting new objectives and implementing a new content approach and training for officers to follow. The changes were piloted for a three month period in Sandwell before being implemented across the region. The results are highlighted in the table below. The data shows improvements in all monthly measures while still maintaining an improvement in overall signups. A 60% increase in total propagation rate supports our ambition to improve how messages are being shared into private forms of social media. This is further supported by a significant increase in self-signups growing from a monthly average of 17 to 689. This supports our overall objective that we will increase sign-ups by improving the focus on message quality.
33. WMNow can contribute to crime reduction by providing subscribers and communities with information and updates on issues relevant to them and their communities which in turn can help them to protect themselves and their property, and to play a part in improving the safety of neighbourhoods. Members of the public can be signposted to Live Chat and the website as effective, non-urgent channels of communication and any inbound messages which contain intelligence can be routed to the appropriate Officer/ NPU which can help to tackle crime.

Monthly measures	Sandwell pre-pilot (3 month average taken in Sept 21)	Sandwell post-pilot (3 month average taken in Dec 21)	Pre regional implementation (July 21)	Post regional implementation (July 22)
Satisfaction	85	92	85	90

(How satisfied people are with their messages)				
Propagation (How often people share messages into personal social media)	54	92	54	86
Relevance (How relevant the message is to their area)	85	90	85	90
Quality (How the message is written)	85	94	85	90
Unsubscribes (Average number of users leaving the platform each month)	62	16	113	21
Total signups			109559	120820
Monthly self-signups (People who sign up through word of mouth)			17	689

Digital Services Transformation

34. WMP has been at the forefront of digital transformation in the public contact/policing space since launching our Digital Experience for Citizens (DEC) platform in August 2017. Between 2017 – 2021, this work was delivered through the New Ways of Public Contact project (NWoPC), which has been responsible for a number of key enhancements and features for members of the public who contact the police with non-urgent and/or non-policing matters. The objectives of this project were two-fold: offer channel choice to members of the public and increase the use of digital channels as a means of managing demand as effectively as possible.

35. In a digital first world, police forces are now expected to ensure the public can reach them through the digital channel of their choosing. For some individuals, it is just not possible to dial 999 in an emergency. They may be neurodivergent, deaf or in a situation where it is simply not safe to talk on the phone, but regardless of their reason, these citizens need to be able to call for help. For others, they are reluctant to dial 999 to report a non-urgent crime or share intelligence or ask a question. Additionally, the West Midlands has one of the youngest demographics in the UK. The younger generation have grown up with social media and see it as a normal route for communication.

36. Against this background, WMP has been focusing on the development of a social media operation model that gives the public the choice and confidence to engage and interact with their local police using the digital channels that most suit their needs and keeps pace with public expectations.
37. Central to the forces' new Public Digital Engagement Strategy is a commitment to streamline and proactively manage our social media presence both to increase channel choice and to actively reduce risk, threat and harm. The number of unmoderated Facebook and Twitter accounts within the force has already been rationalised and a detailed business case is currently being prepared for the procurement of a social media platform (SMMP). A SMMP is an application program or software suite module that facilitates the force's ability to successfully engage in social media across different communication channels and multiple accounts within each channel and helps to prioritise contact.
38. An additional business case is being progressed which will request the establishment of a Digital Desk to sit across Corporate Communications and Force Contact to meet wider demand for digital services, increasing public expectation, and recognition of the threat risk and harm contained in unmonitored and unmanaged contact.
39. In December 2021 the NPCC produced a report of its findings from a review of early adopters of a Digital Desk. The Metropolitan Police Service, Merseyside and Leicestershire police were the first early adopters to monitor social media contacts through dedicated staff, known as the digital desk team. Fifteen early adopters were consulted in the review and the number of forces with a Digital Desk has now increased to 18. Forces that have implemented a Digital Desk manage social media contacts by having trained operators in place 24x7 to ensure that in-bound contact from members of the public are managed and triaged effectively.
40. Feedback from most forces who have implemented a Digital Desk is that, whilst they have not seen a reduction in 101 calls nor a corresponding headcount reduction, they had benefited from the ability to 'smooth' peaks in demand leading to a better service i.e. citizens do not always require an immediate response from an operator unlike the phone or Live Chat. The data from early adopter forces also suggests the vulnerable people who are not in a position to call 101 are using social media as a contact channel, and approximately 26% of contacts were resolved by the digital desk operator, which could have otherwise been a potential 101 call.
41. Early adopters consider the introduction of a Digital Desk with the ability to manage social media contact as providing channel choice not necessarily channel shift. The national policing vision as set out in the National Policing Digital Strategy is that 'The public will have the choice and confidence to engage, report and interact with their local police using the digital channels that most suits their needs'
42. The Digital Desk proposal is being developed as part of a wider programme to respond to the record increases in demand which WMP has seen (a picture which is reflected nationally) and to improve the experience for people who do need to contact the force. This includes, including recruiting more staff to take calls and establishing

a dedicated team to deal with some of the most complex calls from vulnerable victims which can take much longer to deal with as we take important information from them there and then.

Estates Strategy Background

43. The Estates Strategy which was approved at November 2021's SPCB was an update to the previously approved 2018 Estates Strategy.
44. The update was requested to review the previous plans following the impact of the Covid-19 pandemic on the programme of work, an assessment of demands of the operating model, and additional requirements identified by the national Officer Uplift programme.
45. Previous estates strategies of 2012, 2016 and the comprehensive strategy published in 2018 set out to rationalise and modernise the force estate. The strategy is iterative and has the ability to flex to meet the demands of the force operating model. However, adopting a more flexible estate does make it easier to adapt to future operational changes.
46. In the November 2021 paper, a series of principles was outlined that cover how the estates strategy supports the WMP operating model. These principles have been reviewed and tested by operational leaders and are listed here:

Principle 1	We will continue to provide locally accessible Public Contact Offices
Principle 2	Neighbourhood teams should be located in or very close to their communities. Where we can share a site with partners this should be our preferred option.
Principle 3	Our emergency response services need to be located so that they can meet our urgent requests for help.
Principle 4	We seek to create a specialist high density custody estate to improve detainee safety, efficiency and support modern services to investigate crime
Principle 5	We have resilient command and control locations (Force Contact Centres).
Principle 6	We aim to support a safe and healthy workforce.
Principle 7	We aim for a modern learning approach and estate to support this.
Principle 8	We will co locate strategic policing services with national partners where possible.
Principle 9	We require high quality estate to meet forensic regulation requirements.
Principle 10	We will seek best value when disposing of surplus estate, having tested alternative uses for unwanted sites
Principle 11	We will deliver modern, efficient, flexible, agile accommodation

How the Principles contribute towards improving access to services

47. There will still be 10 Public Contact Offices (PCOs) located across the West Midlands, to complement the other channels through which citizens can contact WMP, such as the force website, webchat and 101 as well as other social media applications for non-crime reporting purposes. (Principle 1)

48. We will continue to deliver command and control functionality from a number of sites (Park Lane, Lloyd House, Coventry, West Bromwich and Wednesfield transferring to Wolverhampton). The command and control centres are the focal point for the public to contact WMP and where resources are assigned or dispatched in response to calls for service. (Principle 5)
49. The uplift in officers has resulted in a re-alignment of Force Response; it is now proposed to distribute the function across the force in 8 hubs (and not 6 as proposed in 2018 strategy); namely Wolverhampton, Dudley (currently Brierley Hill), Bournville Lane, Coventry Central, Chelmsley Wood, Park Lane, Stechford and Bloxwich. (Principle 3)
50. WMP has a significant number of NHTs distributed across the whole of the force area. (Principle 2). The vast majority of NHTs will remain in their existing areas at the heart of the community, the key difference being that, where appropriate, we will seek to co-locate with partner or other parties to reduce the amount of costly estate that needs to be maintained. (Principle 8)
51. Co-locating Neighbourhood resources with partner agencies supports greater integration and delivers operational benefits, for example: enabling joint incident attendance, road safety initiatives and joint working with representatives from other agencies such as schools liaison officers. (Principle 2)
52. A third custody hub will be built on the eastern side of the force, complementing the high-density hubs at Perry Barr and Oldbury This builds on the success of the existing hubs, supporting increased professionalism of the service and providing safer custody environments. Additionally, it will see co-location of investigative and custody teams, and provide a central, safe location for victims to visit. (Principle 4)
53. Principles 6, 7 and 11 recognise the need to provide modern flexible estate, which is inclusive, efficient and more economic to run, underpinned by the NWoW brand. Flexibility allows it to adapt and accommodate changes in the operating model that can't so easily be achieved by the older estate. These principles will be applied to all future refurbishments and new/re-builds.
54. Although not directly improving access to police services, the recently opened Police Museum does help to improve engagement and confidence in WMP. National Lottery Heritage Fund was awarded to support conversion of the Steelhouse Lane lock-up into a museum. Opened to the public in Spring 2022, the museum not only offers an insight into WMP's history, but is the focus of public engagement and educational activities.

Establishment and Strength: Force Contact 2022

55. The current establishment (1st August 2022) for Force Contact stands at 939.6 FTE posts made up of 788.8 FTE Staff posts and 150.8 FTE Officer posts.
56. Against this establishment position Force Contact strength is 895.4 FTE with 751.8 FTE Staff and 143.6 FTE Officers. The vacancy position is detailed in the table below:

	Establishment	Strength	Vacancies	Vacancy rate
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Staff	788.8	751.8	37	4.7%
Officers	150.8	143.6	7.2	4.8%
Total	939.6	895.4	44.2	4.7%

57. A recruitment plan is in place for Police Staff with regular intakes throughout the year. The next intake is scheduled for September and including the August intake will deliver an additional 24 Staff into the department. Work is also in progress to deploy Officers who are recuperating following illness or injury into Force Contact. These officers will be utilised to resource the new Support Desk function within the department.

Attrition

58. Attrition in Force Contact for the last 12 months was 11.4% overall; 16.9% for Officers and 10.6% for Staff. Excluding police staff who resigned to join as Officers, then attrition is 10.6% overall for the department and 9.6% for Staff. Within Contact as a department, the attrition rate for Contact Handling was 15.7%. Excluding those who resigned to join as Officers it was 13.9%.

59. In comparison, the Force's total attrition within the last 12 months was 9.1%; 6.3% for Officers and 12.8% for Staff. Excluding those who resigned to join as Officers, then attrition is 8.8% overall and 12.3% for Staff.

60. When compared to other Departments, the attrition in Force Contact is the second highest of the 10 largest departments by strength; surpassed only by Criminal Justice Services (14.2%). Force Contact has the 17th highest attrition rate across all departments within the Force, with the rate being higher than the Force's overall attrition rate of 9.1% for the last 12 months.

61. The main driver within the last 12 months for Force Contact's Staff attrition was resignation for personal reasons (32 out of 86 leavers; 37.2%), followed by 20 individuals resigning citing alternative employment (23.3%). There were 8 Staff leavers (9.3%) who resigned to become Student Officers with the Force. A similar view can be seen within Contact Handling; with personal reasons accounting for 19 out of 43 leavers (44.2%), 11 individuals citing alternative employment (25.6%) and 5 individuals joined the Force as Officers (11.6%).

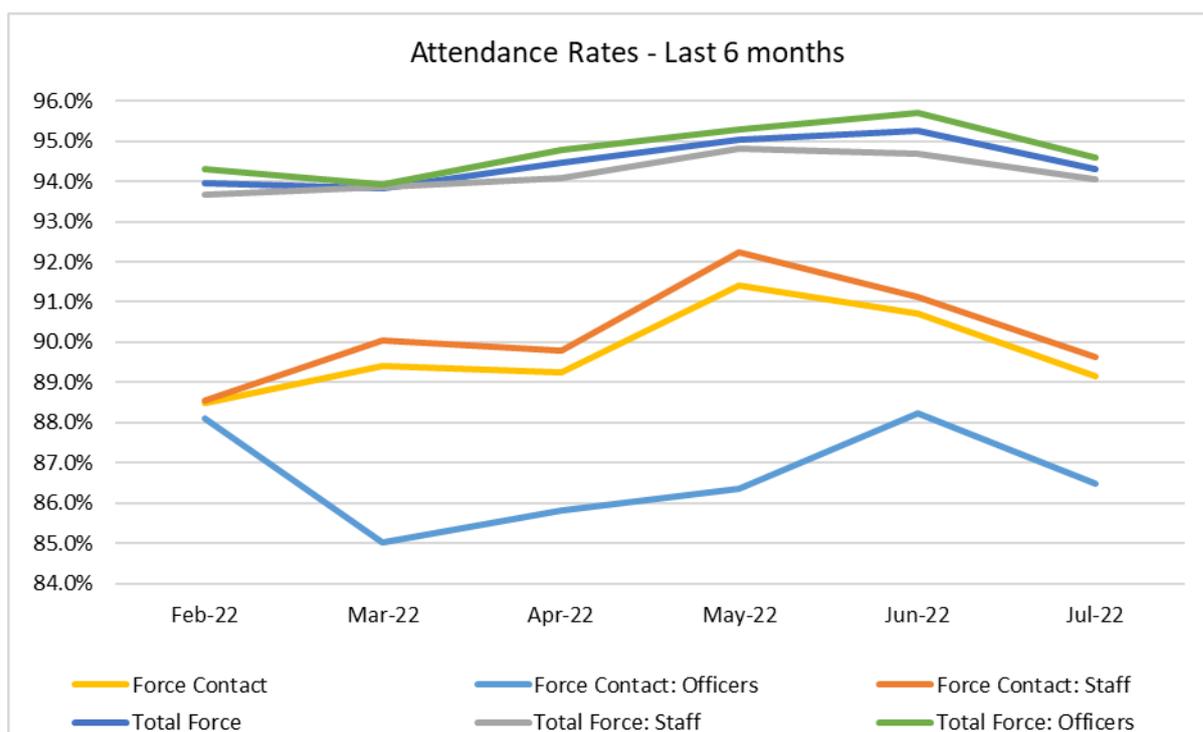
62. The table below shows a comparison of attrition against other forces. During the last 12 months, Force Contact at WMP had a higher rate of attrition than Warwickshire, whilst it was lower than at Staffordshire, West Mercia and Greater Manchester. This applied to both overall attrition and excluding Staff who resign to become Officer.

	Overall 12 months attrition	12 months attrition rate
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	rate	excluding Staff leaving to become Officers
West Midlands	11.4%	10.6%
Greater Manchester	15.26%	13.34%
Warwickshire	9.45%	9.5%
West Mercia	13.0%	11.5%
Staffordshire	12.0%	11.2%

Attendance

63. Attendance levels in Force Contact saw a gradual rising trend during 2022 up until the end of May, however they have since fallen during the last two months. Attendance in July was 89.1% for the department as a whole; 86.5% for Officers and 89.6% for Staff. In comparison, the Forces total attendance for July was 94.3%; 94.6% for Staff. It is worth noting that there has been a decline in attendance seen across the force during July 2022 which was driven by a doubling in the number of COVID-related absence days during the month. The graph below compares attendance levels over the last 6 months for the Department and Total force:



64. Attendance levels in Force Contact have always been one of the lowest across the Force and this is reflected in the current position with Force Contact currently having the penultimate lowest attendance rate across all departments. When compared to other Departments, the attendance in Force Contact continues to consistently be the bottom of the 10 largest departments by strength; averaging 89.3% attendance across the last 12 months.

65. The table below shows a lower attendance rate for WMP Force Contact department in comparison to those of other forces. Across all of the forces though, the attendance rate for July of each Contact department was lower than their force's average.

	Attendance rate	Attendance rate compared to other Departments
West Midlands	89.1%	In July 2022, Force Contact had the the penultimate lowest attendance rate across all departments in the Force.
Greater Manchester	91.5%	Lower than the Force average
Warwickshire	89.5%	Lower than the Force average
West Mercia	91.6%	Lower than the Force average
Staffordshire	91.0%	Attendance rate one of the lowest in the Force

Citizens Charter

66. The force, in partnership with the PCC's office, developed a Citizen Charter during 2020. The Charter essentially outlines the standards that WMP intends to uphold whenever and wherever it deals with citizens. It acts as a guide both for employees and citizens, letting employees know what is expected of them, and informs citizens what to expect from WMP. The Charter replaces the former 'Contact Counts' handbook produced by WMP in 2014.

67. The Charter was launched to WMP employees in December 2020 and the initial focus was on communications and engagement activities with internal employees, to ensure that colleagues were clear on the service offer to the public. As the SMS surveys have been introduced across the force, there have been further communications of the Citizen Charter, alongside development of customer service skills training that will be made available as part of the force's personal development offering for staff in Autumn 2022.

68. The intention was to launch the Citizen Charter to the public via a 'soft' press release during 2021 but this was delayed due to external factors such as public concerns about policing following the death of Sarah Everard. The plan is now to introduce the Citizen Charter to WMP's new Chief Constable and an agreed date with the PCC's office will be chosen for the launch.

69. A set of service standards were developed to accompany the Citizen Charter. These standards apply to the different aspects of the citizen journey and the channels through which citizens engage with us. Compliance levels against some of the service standards are covered elsewhere in this paper (e.g. 999 and 101 call answering performance and P1 and P2 incident attendance), so these are not repeated here.

70. There are, however, also service standards referenced as part of the Citizen Charter that relate to Investigations and compliance levels against these are shown below:

Service standard	Compliance to service standard
If we need to investigate further, we will: <ul style="list-style-type: none"> - contact you within a maximum of seven days of your crime being recorded and give you details of the investigating officer who will be your point of contact during the investigation 	81% (latest figures Oct-21 – next audit planned for Oct-22)
If you need to go to court, we will: <ul style="list-style-type: none"> - tell you what happened at court within three days of the court case 	94% (latest figures Oct-21 – next audit planned for Oct-22)

71. As well as quantitative measures the force measures 'how' it is performing against its promises in the Charter through SMS surveys sent to citizens that are dealt with by Force Contact, Force Response and Initial Investigations. The surveys ask a number of questions to measure satisfaction with the quality of the interaction they had with WMP. The latest feedback is shown in the table below. Actions being taken to address areas of least satisfaction were included in SPCB 'Increasing Confidence in WMP - Confidence and Satisfaction Report' dated 28th June 2022.

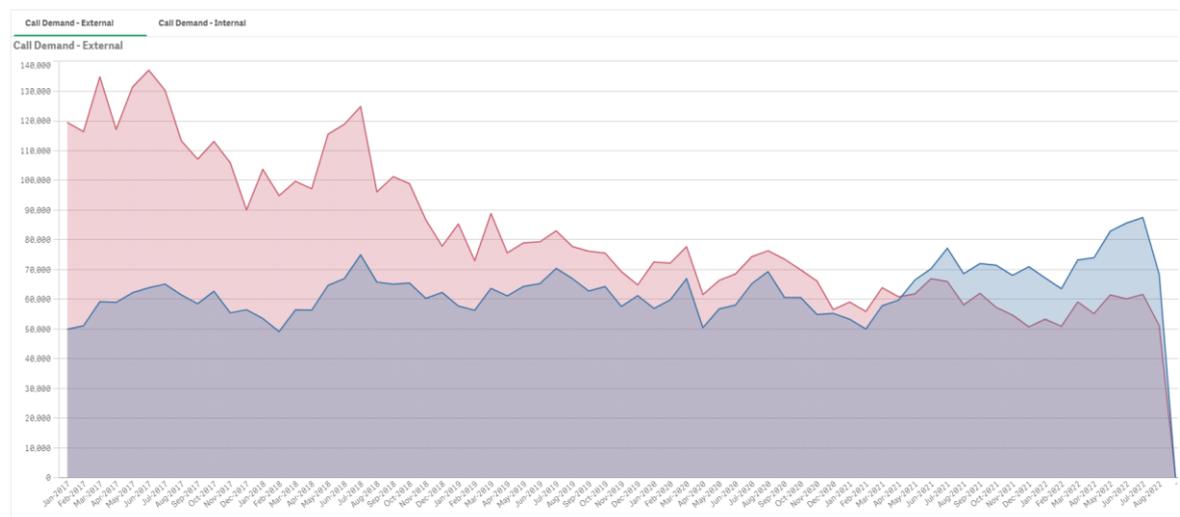


72. The service standards are currently under review as the non-emergency call handling service standard of answering calls within 3 minutes is not being met. The Force has commissioned Accenture to identify recommendations to improve WMP's call handling performance, and part of this work will focus on whether there is a need to re-assess existing service levels. The outcome of the Accenture review is expected September 2022.

Performance Data – Force Contact

73. All Data will be rolling 12 month totals Aug 21 – July 22, where data is taken from national data (<https://www.police.uk/pu/your-area/police-scotland/performance/999-data-performance>) this will be for July 2022 unless stated
74. During the 12 month period WMP received 885,504 emergency calls for service. The nationally published data provided by BT regularly records WMP as receiving the 3rd highest volume of calls just behind Police Scotland. During this period the volumes of calls to the emergency number has surpassed the volumes to the non-emergency number, see chart below

Blue line emergency/Red line non-emergency



75. During this period WMP answered 66% of all calls to the emergency number within the SLA of 10 seconds. The national range for July was between 87% - 39%.
76. % of calls answered in 60 seconds is not measured internally by WMP but the nationally produced data by BT shows 17.8% of all calls to the emergency number were answered in over 60 seconds.
77. % of calls answered between 10 and 60 seconds is also not measured internally by WMP but the nationally produced data by BT shows 20.1% of all calls to the emergency number were answered between 10 and 60 seconds.
78. During the 12 month period 6.3% of emergency calls were abandoned, 5.9% after SLA, the majority of these at peak times.

79. The mean average time for 12 months is 26 seconds and median 7 seconds. The distribution of answer times to show percentiles, mean and median is not calculated.
80. Performance versus the SLA is worse during the peak time of demand. During the 12 months there has been a shift in demand to the peak time for emergencies being 19:00 hours (6.5% of all calls occur between 19:00-19:59). The SLA over 12 months has been below 50% between the hours 17:00-20:59. The peak days are quite often weekends on the emergency channels which sees more calls in the early hours compared to in the week.
81. The average call handling time for 12 months was 3 mins 53 seconds. 20% of all calls to the emergency number doesn't have an incident created and recorded as a record of contact. A further 46% are dealt with as a contact resolution with no resources needing to be deployed. 19% have an immediate response grading with a further 6% as a priority response.
82. During the 12 months WMP received 685,157 non-emergency calls for service. During this period WMP answered 34% of all calls to non-emergency within the SLA of 3 minutes.
83. During the 12 months 44% of non-emergency calls were abandoned 32% after SLA, the majority of these at peak times.
84. The mean average time to answer during the 12 months was 12 mins 28 seconds. The distribution of answer times to show percentiles, mean and median is not calculated.
85. The demand on non-emergency changes significantly during week to weekend with weekdays being busier. Between 10:00-16:00 demand is at its highest on non-emergency. SLA performance is poorest between 17:00-21:00 when it is below 20% as staff are prioritised to emergency demand.
86. 30% of all calls to emergency number doesn't have an incident created and is recorded as a record of contact. A further 49% are dealt with as a contact resolution with no resources needing to be deployed. 1% have an immediate response grading with a further 5% as priority response.

Performance Data – Force Response

87. During 12 months there were 180,334 P1's an increase of 6% vs previous 12 months and 93,103 P2's a reduction of 2%.
88. 91% of all P1 incidents were attended and 75% of all P2 incidents were attended. 44% of P1 incidents where attended were done so within the 15 minutes SLA and 35% of P2 incidents where attended were done so within the 1 hour SLA.
89. The median average SLA for P1 incidents was 16 mins 36 seconds with mean average (affected by big outliers) 28 mins 29 seconds. For P2 incidents the median

average SLA was 10 mins 49 seconds with mean average (affected by big outliers) over 10 hours.

90. The distribution of response time for P1, P2 to show percentiles, mean and median is not calculated.

Performance Data on the uptake of Digital Services

91. During 12 months 173,538 live chats were offered with 27% abandoned. The average talk time was 15 mins 18 seconds and it took an average of 7 mins 54 seconds wait time.

92. During 12 months 34,415 online reports were recorded, 75% related to theft with 25% criminal damage. The average time to review was just over 10 hours.

93. Processed reports and statistics for online reports are not calculated.

Next Steps

94. The board is asked to note the contents of this report.