



Performance Accountability Meeting (PAM)

Tuesday 28 September 2021 - 10:00 hrs to 11:30 hrs

Attendees

No	Name	Ref	Capacity	Person	Teams	Rotate
1	Philip Secombe	PS	Police and Crime Commissioner (PCC)	x		
2	Debbie Tedds	DT	Chief Constable (CC)	x		
3	Alex Franklin-Smith	AFS	Deputy Chief Constable	x		
4	Ben Smith	BS	ACC Local Policing	x		
5	David Gardner	DG	ACC Protective Services	x		
6	Steve Russell	SR	Head of A&SI	x		
7	Emma Bastone	EB	Ch.Supt. Local Policing			x
8	Warren Little	WL	Supt. Force Operations			x
9	Jeff Carruthers	JC	Director of Finance			x
10	Sara Ansell	SA	Chief Finance Officer			x
11	Polly Reed	SR	OPCC CEO	x		
12	David Patterson	DP	OPCC Performance Lead / Minutes	x		

Apologies

Name	Ref	Capacity
Richard Moore	RM	Deputy Chief Constable
Emma Bastone	EB	Ch.Supt. Local Policing

Minutes

Reference	Item	Action
01.28/09/2021	<p><u>Minutes 31/08/2021</u> Minutes of previous meeting were agreed and approved. Agreed that the 'spotlight' topic for the PAM in October 2021 would be Domestic Abuse.</p> <p><u>Actions</u> No actions arising.</p>	
02.28/09/2021	<p><u>Proposal to Voice Record Meeting</u> Default position for future meetings.</p>	
03.28/09/2021	<p><u>Spotlight on Public Contact</u> Presentation by WL: -</p> <p>Areas explored: -</p> <ol style="list-style-type: none"> 1. Front Office Review. 2. Implications of Beating Crime Plan. 3. Non-emergency contact channels. 4. OCC Performance. <p>1. Front Office Review Current establishment for Front Offices is 2 supervisors + 12 Enquiry Officers at four locations: -</p> <ol style="list-style-type: none"> i. Nuneaton. ii. Leamington Spa. iii. Rugby. iv. Stratford upon Avon. <p>Nuneaton and Leamington Spa are 'Knowledge Hubs', where specialised Front Office functions are located.</p> <p>The majority of Enquiry officers are currently located in the north of the county, which is a constraint to effective and efficient deployment. Force is currently undergoing 'Management of Change' process with Front Office staff to alter their contracts so that they are no longer geographically restricted.</p> <p>The force are currently undertaking a Public Contact Survey to determine the public's views on methods of contact with Warwickshire Police</p> <p>The PCC raised the issue of Stratford upon Avon Front Office and the public dissatisfaction that it was not operating as effectively as it should. It was also recognised that the town was a world tourist destination with many visitors and that this should be factored into any decisions. The PCC was of the firm view that both Rugby and Stratford should retain a Front Office service to the public, particularly given the perception that residents and businesses had paid</p>	

more for policing but were receiving a reduced service. The PCC also noted that the Public Contact Survey did not include an option for Front Office contact and therefore the results may be considered to be incomplete.

CC Tedds responded that no decisions had yet been made and the PCC's views would be considered when the review of the policing model would be formally reviewed in Spring 2022. However, it was essential that a balanced budget was achieved and that resources were used to optimum effect to provide an effective and efficient police service.

The matter would be brought back to the PCC when recommendations had been made. The PCC asked that in doing so, all of the issues needed to be considered in reaching a professional judgement.

2. Beating Crime Plan

Discussions were ongoing by the National Police Chiefs Council regarding the implications of the Govt. plan to introduce league tables of performance in respect of timeliness to answer calls. It was recognised that the quality of the calls was also important, and that with the sole focus on time to answer it may lead to perverse incentives. The current duration for a 999 call by the force was approximately 4 mins.

The National Development Team were progressing 'Your Area', an interactive website where details of local officers and their contact details would be provided. This should satisfy the Govt's. Beating Crime requirements for officer contact.

3. Non-Emergency Contact Channels

The Public Contact Survey would be instrumental in determining the vision going forward.

Single Online Home (SOH) was discussed regarding the apparent plateauing of contact volumes. It was recognised that the more recent reduction in Covid-19 related contacts had effected the figures. The recorded message for 101 had recently been amended to market the use of SOH as an alternative, which may have resulted in an increase in the abandonment rate for 101 calls.

Processes to improve the demand shift to SOH were being developed, most notably with integrating with Athena functionality.

4. OCC Performance

It was noted that over the last few weeks 999

	<p>performance had reduced to levels beneath the target of 90% to answer a call within 10 seconds. Also, that the time of answer a 101 call had tripled to in excess of 3 minutes on average and was consequently above the 1 minute target.</p> <p>WL explained that this was due in part to unprecedented call demand, a position that was replicated both regionally and nationally where Warwickshire had taken the 'overspill' from other forces. The causes were many, including the societal consequences of Covid-19, the extended warm weather with more public activity and travel; compounded by reduced resources due to annual leave, sickness and vacancies within the OCC. Performance was difficult to predict at present, but of note was that the longest time to answer a 999 call was 25 seconds and the majority were answered within 11 seconds.</p> <p>In response to the challenges, two intakes of OCC staff were already scheduled, the health and wellbeing of the OCC staff had been prioritised, and demand was anticipated to reduce during Q3 and Q4. The tipping point was calls in excess of 8k per week, at which point it became excessive and as a consequence performance levels dipped below the targets.</p> <p>Of note, was that 15% of 999 calls were silent 'pocket dials' and had to be dealt with according to a protocol to ensure that any risks were identified.</p> <p>The PCC articulated that issues with 101 was a concern for residents and that there had to be improvement. CC Tedds responded that 999 had to take priority and that this had impacted on 101 response, although performance was difficult at present it was recognised that progress had to be made.</p> <p>WL then left the meeting, whilst JC and SA joined the meeting</p>	
04.28/09/2021	<p><u>Force Finances</u></p> <p><i>Exempt FOIA under Section S.43 (Commercial Interests)</i></p>	
05.28/09/2021	<p><u>Covid-19 Update</u></p> <p>AFS provided an update: -</p> <p>Business as usual, no new issues of note or concern. Covid-19 taken off Force Risk Register.</p>	

06.28/09/2021	<u>Operational Update</u> <i>Exempt FOIA under Section S.31 (Law Enforcement)</i>	
07.28/09/2021	<u>AOB</u> None declared Meeting concluded at 11:40 hrs	
Agenda Item	Summary Of Actions	Allocated
	Nil	