



**Police and Crime Panel Meeting
19 December 2014
Report of the Police and Crime Commissioner**

POLICE AND CRIME COMMISSIONER'S UPDATE REPORT

This report provides an update on the activities of the Office of the Police and Crime Commissioner and progress to deliver the Police and Crime Plan since the last Police and Crime Panel meeting in October 2014.

1. POLICE AND CRIME PLAN DELIVERY UPDATE

In October 2014 the second quarterly update of progress against the Police and Crime Plan was published. This report is available on the OPCC website at <http://www.devonandcornwall-pcc.gov.uk/About-Us/The-Plan.aspx>

This Update Report covers the period following the last Police and Crime Panel meeting in October 2014. Key developments and activities to note in that period include:

- ❖ Publication of the findings of the Commissioner's review into the 101 Service. The findings of the review have been accepted by the Chief Constable and an Action Plan is in place to deliver required improvements.
- ❖ The launch of a new breathalyser pilot in Torbay which will run throughout December 2014.
- ❖ Establishment of a national cross-party PCC group on tackling alcohol related harm (chaired by the Commissioner) and the launch of a national action plan for PCCs on alcohol at the APCC partnership Summit on 18th November 2014.
- ❖ Completion of the pilot studies for victim care as we prepare for the introduction of new victims commissioning arrangements from April 2015.
- ❖ Publication of the Interim PEEL Report by HM Inspectorate of Constabulary.

Priority 1: Keeping people safe

In most instances progress against Priority 1 is tracked through the Performance and Accountability Board. A separate performance report is on the agenda of this meeting.

Recent Activity

Police & Crime Commissioner's Review of the 101 Service Provision in Devon & Cornwall

This report has been circulated to members of the Police and Crime Panel. A summary of the report, including the recommendations, is attached at Appendix 1. The initiative taken by the Commissioner to highlight the inadequacies of this service, and to work with the Chief Constable to improve the service to the public, has received national media attention and has

been recognised by the Association of Police and Crime Commissioners as an example of how Commissioners can use their office to make a difference to the provision of policing services.

Priority 2: To reduce the crime and harm caused by the misuse of alcohol

Recent activity includes:

Workstream 1 Enforcement activities and licensing, including Evening and Night Time Economy (ENTE)

On 1 December 2014 a new pilot was launched in Torquay to help address issues related to pre-loading. Under the pilot door staff in 23 licensed premises in Torquay ENTE have been provided with breathalysers, to improve the identification of people who are too drunk to enter premises. This is a voluntary pilot but the response from licensees has been overwhelmingly positive with full take up across the ENTE. The pilot #RU2drunk is based upon a similar pilot in Norwich last year which saw significant reductions in levels of alcohol related violence and drunk and disorderly incidents. The pilot will run throughout December and the University of Exeter have been engaged to evaluate the pilot.

In the next few weeks the PCC will carry out a survey of Licensing Committees across the peninsula to seek their views on the licensing landscape and areas for improvement.

Workstream 2: Improving education and awareness

Work is continuing to develop a new social media competition and to explore potential partners for this work within the private sector with a view to launching the competition in early 2015. Following on from a valuable piece of research by Dr Simon Christmas on behalf of Drinkaware looking at drinking cultures and behaviours amongst young people we are working with Drinkaware to identify new education and awareness opportunities locally and nationally, in particular to explore the scope for more meaningful campaigns looking at the potential consequences of excessive drinking.

Workstream 3: Influencing locally and nationally to deliver change

Significant progress has been made nationally since the last Police and Crime Panel update with the launch of a new national PCC Working Group in November 2014. The Group has agreed an Action Plan which is focused on three broad areas: legislative reform, culture change and innovation and best practice. The PCC, as chair of this national group has met recently with leading Ministers, key MPs in this field and with alcohol charities and interest groups to identify areas of common interest and to champion the need for reform in key areas such as Minimum Unit Pricing, drink driving limits and licensing laws. Following discussions with the Minister for Crime Prevention the PCC has been appointed to the Home Office's Health and Enforcement Advisory Forum on Alcohol and will attend the next forum meeting in January 2015. The PCC and the Chief Constable also met with SW MPs at the end of December to discuss these issues and we are working with the new National Police Chiefs' Council to develop a clear package of legislative reforms for submission to all political parties at the start of 2015 to inform thinking ahead of the General Election.

Workstream 5: Data and analysis

Good progress has been made with analysts from across the peninsula on data analysis with the agreement of a common and enhanced definition of the ENTE for the new Peninsula Strategic Assessment. The collection of high quality and consistent data is essential in targeting resources and to inform licensing activity and good progress is continuing in this area through the Plymouth drunkenness pilot and wider work within the police force to improve recording on alcohol related crime.

A collaborative project has been put in place with Cornwall Council to explore the attitudes of young people to key messages related to alcohol harm and crime. This work will inform our own education and awareness work and the upcoming social media competition for young people.

Priority 3: Efficiency and long term financial security

The Every Penny Counts Strategic Delivery Board meets 6-weekly. The work of the Board is focused on 7 work packages and progress is set out below.

Work Package 1 – Funding Streams and Income Generation

Additional income resulting from increasing charges for common items and improving consistency of approach is to be built into budget preparation for 2015-16. However these increases may be offset by unavoidable impacts such as decreasing charges from escorting abnormal loads.

A review by Professor Tuck on events charging has been completed and concluded that:

- Use by football clubs of policing services for matches has dramatically reduced nationally as stewards employed by the clubs have increasingly professionalised.
- The common law gave little latitude to charge for football related work not currently charged for.
- In her view, as forces had fewer police resources available, they should be working with football clubs to develop stewarding and so on so that fewer valuable police officers need to be deployed, whilst maintaining safety.

Prof Tuck also provided some thoughts on deployment to NATO and similar SPR tasking, including the scope to make greater use of deployments within training which will be explored further.

The OPCC has engaged 'fundraising consultants' for a small piece of work to scope out the potential approach for seeking fundraising for Devon and Cornwall Police. This work was presented to a group of senior staff from DCP and OPCC on 1st December and we will now take this work forward. .

Work Package 2 – Collaboration with Dorset

Additional benchmarking work by the Local Partnerships Team (funded by Home Office) is continuing. A workshop was held in November 2014 with senior staff from the force and the OPCC to present the full results of the benchmarking exercise. A Q&A day with interested private sector suppliers was held in early December 2014. Translating this work to assist with Strategic Alliance benchmarking will be the next phase of this work.

Work Package 3 – Review of Police Estates

The existing Estates Rationalisation Programme 2011-2015 is due to come to an end next year and a new Estates Strategy for 2015-2020 is being developed. This Strategy will be presented to the PCC in the next few weeks and an update will be provided to the Panel in due course. Legal advice is currently being sought on the scope for undertaking commercial development of sites and retaining the income stream to support policing and we will keep the Panel informed of this work..

Work Package 5 – Value for Money in PCC's Office

A draft office relocation report has been produced and new accommodation identified at Middlemoor. This takes advantage of an upcoming break clause in the contract for the current OPCC premises. The OPCC will move to Middlemoor in 2015.

Preliminary work on benchmarking and a review of non staff costs within the OPCC has been completed and this will be taken forward in early 2015. In addition the staffing review at OPCC has been concluded and has identified a number of areas for savings which are being taken forward. As a result of the review the headcount at OPCC will reduce by 4 posts (2 vacant and 2 currently occupied) at the end of the financial year.

As a result of these measures the office costs of the OPCC are expected to reduce by more than £250,000 in the next financial year.

There has been a significant reduction in the use of consultants within the OPCC – as projected last year following the initial transition period and the OPCC restructure.

Priority 4: To promote an effective Criminal Justice System (CJS) for our area, delivering a high quality service for victims, witnesses and society.

The following thematic issues remain a priority for the Board.

Transforming Rehabilitation: The preferred bidder has been announced (Working Links) and the due diligence process is now being completed by the Ministry of Justice. Working Links are also the preferred bidder for the other South West package areas. Confirmation of the award of contracts will be made in mid December. Discussions continue with the Ministry of Justice about what role PCCs will have in monitoring performance against the national contract and a meeting with the responsible Deputy Director has been arranged for January 2015.

Delivering the LCJB action plan: Progress is being made in all areas of the action plan. Particular focus is being given to the activity required by the Transforming Summary Justice agenda, which includes improving police file quality.

Improving the service to witnesses: The performance of Witness Care Units continues to be good, although the challenges presented by Crown Prosecution Service restructuring remain. The contract for the National Witness Service has been awarded to Citizens Advice Bureaus (CAB). The contract commences on 1 April 2015.

Mental Health: A new Section 136 multi agency protocol has been drafted following engagement and consultation with relevant parties and will shortly be sent to Chief Executives for signature. A proposed implementation date has been set for 1 March 2015. The number of detentions under the Act continues to be a concern, although there has been a 6% reduction in the past 12 months. An announcement is expected in the near future to confirm those areas to be awarded funding for custody based Liaison and Diversion arrangements. There is a high level of confidence that Devon and Cornwall will be successful. Funding from Public Health England for the continuation of the successful street triage scheme in Plymouth and Devon is less certain. Service commissioners from across Devon and Cornwall will be looking at options for the scheme to be improved and expanded across all areas of the Peninsula. A new Cabinet level taskforce has been established by the Government to drive further progress on crisis care within local areas. The Taskforce will help direct additional funds for mental health services which were announced by the Deputy Prime Minister in November.

Priority 5: To deliver a high quality victim support service across our area

As from 1 April 2015, the commissioning arrangements for victim services will change, with funding devolved from the Ministry of Justice (MoJ) to the local PCC, who will determine how victim services should be provided in their area. Devon and Cornwall has on average 85,000 victims of crime per year, which includes businesses (businesses are now specifically included

within the Code and entitled to support). The national requirement is for the new arrangements to better enable victims to 'cope and recover' from the impact of crime.

Devon and Cornwall will be moving away from a single service provider based upon the findings of a significant assessment of victims needs conducted in 2013-2014 by the PCC. Victims with protected characteristics felt that current arrangements did not meet their needs and identified the need for a wider, diverse and more flexible service for victims. The PCC is in the process of commissioning a wider range of service providers (over 30 groups are currently being accredited and trained) who can provide enhanced support to victims with protected characteristics.

Work Package 1: Process and Victim Needs Assessments:

Pilots of the Victim Needs Assessment (VNA) process have been completed within the Force Control Rooms, the Central Data Input Bureau and in the North Devon local policing area. This has enabled an assessment to be made of the training requirements for staff and the numbers of victims who will be priority victims and the number of victims who may have needs.

A manager has been appointed for the Victim Care Unit (VCU) and work continues to develop the role profiles of VCU staff. Work flows and process maps are being designed. Clear requirements for Unifi have been prepared to ensure the system captures key code compliance information and enables managers to obtain key performance data.

Devon and Cornwall representatives continue to attend the national 'early adopter' Steering Group which is examining issues such as providing support to victims across police area boundaries and information sharing protocols.

Work Package 2: Demand Metrics:

Demand forecasts continue to suggest that one third of victims will require completion of a full VNA, which roughly equates to 60 per day. This percentage number is similar to the conclusion reached in assessment work completed by Avon and Somerset. The completed pilots within Devon and Cornwall also indicate that 30% of victims will be designated as 'Priority Victims'. These calculations are being used to build the capacity of the new Victim Care Unit. However, there is a risk that demand could increase as the new arrangements improve access to services and that capacity within the VCU will need to be adjusted. We are continuing to consult support groups working with vulnerable victims to try and estimate the number of 'unreported' crimes, especially where the victims have protected characteristics.

Work continues to establish a framework of monitoring data sets to evaluate victim service performance and requirements in the future.

Work Package 3: Networking and Directory:

A range of potential service providers (local, regional and national) have attended several development events held by the OPCC and the Force. These include providers for all protected characteristics, which will provide an enhanced capability to meet victim's needs. Work is progressing to determine service level agreements and design payment arrangements.

Consultation on the design of the web based directory has been conducted with service providers. The agreed design is now in the process of being populated with information about the services available from the providers and links established to other relevant sources of information.

Work continues with the Devon and Cornwall Business Council to look at the needs of local businesses that become victims of crime. A questionnaire has been circulated within the business community seeking responses to better understand their needs and requirements.

Funding for some peninsula sexual violence and domestic abuse services through the Home Office Violence against Women and Girls Fund is due to conclude in March 2015. Confirmation has been sought that this funding will be extended for another 12 months and a response is awaited from the Home Office.

Work Package 4: Compliance with the new Victims Code:

The NCALT training package has been cascaded to all operational staff by supervisors to inform them of the content of the new Victim's Code. Further inputs have been prepared and delivered in the pilot areas where the Victim Needs Assessment process was tested. The additional inputs will need to be refined and delivered across the Force area, as we prepare for the new service from April 2015.

Work Package 5: Restorative Justice Services:

Each of the Community Safety Partnerships has agreed to establish a forum where local restorative justice service provision can be co-ordinated. Arrangements are well advanced in Plymouth and Torbay with work continuing in Cornwall and Devon. Where victims indicate they wish to consider restorative justice opportunities then a referral will be made from the Victim Care Unit to the relevant local co-ordinator, who will ensure a service provider is tasked with working with the victim to determine what restorative justice options are available.

Priority 6: To encourage and enable citizens and communities to play their part in tackling crime and making their communities safer

The following information provides an update to the Police and Crime Panel on the work undertaken against Priority six of the Police and Crime Plan 2014 – 2017, "Greater public involvement in policing".

Workstream 1: Volunteer review

The Police support Volunteer Programme (PVP) currently hosts 616 volunteers. This is an increase of 67 volunteers over the last six months. To support the increase of volunteers, broaden the number of opportunities and bring together the Police and local communities in a mutually supportive way a Pilot Action Learning Project is being delivered and sits within the Volunteer Review workstream.

Volunteer Cornwall working with East Cornwall LPA will formally commence delivery from 1st December 2014 of the pilot project. The project will take a transformational approach to the engagement and recruitment of volunteers within communities and across public services. The project will develop volunteering opportunities at a grass roots level incorporating a bottom up approach and building community capacity. The project will run for 12 months.

Workstream 2: Special Constabulary

Current figures show Devon and Cornwall Police have 555 Special Constables with 105,986 hours contributed between 1st January 2014 and 18th November 2014. During the same time period 53 Special Constables have been successfully appointed to regular Police Officer. 47 were appointed to Devon and Cornwall Police with a further 6 outside the policing area.

It is recognised that Specials progressing into Regular Officer position is having an impact on achieving the target of 150,000 hours. A number of activities have been undertaken to address this:

- 60 Special Constables were attested in October with a further 80 trainees recruited.
- Development of a campaign to recruit “career specials”. The Special Constabulary Chief Officer, the OPCC Engagement and Volunteer Manager and the Head of Communication in the police force are working together to explore methods to drive recruitment at target audiences. It is envisaged this campaign will go live from January 2015.
- A review of Specials is being delivered mapping 7 key areas against the national Special Constabulary Plan on a Page. The areas being reviewed cover; strategy, recruitment, training, resource and tasking, performance, leadership and good practice.
- Supporting this work a Special Constabulary satisfaction survey has been undertaken. The consultation has closed and responses are being analysed.

Workstream 3: Citizens in Policing

The Devon and Cornwall Cadet Handbook has been adopted by the National cadet team to provide a standardized approach to the delivery of Police Cadet Schemes. Full lesson plans in support of the national cadet handbook have just been finalised and are to be released nationally.

To professionalise the delivery of cadet schemes a Pilot cadet leaders’ course has been designed. A pilot of this scheme was delivered in October 2014. An annual cadet leader conference has been established to share best practice and introduce national guidance within police cadet schemes. The first conference will be held, 5-7 December 2014.

Workstream 5: Greater Business Involvement

The OPCC is working with the Business Council of Devon and Cornwall as part of the approach to commissioning of victim services. Business Council of Devon and Cornwall will help to identify the needs of Victims of Business Crime and support establishing a model of support for victims of business crime. The Council has a considerable reach and will conduct a survey and focus groups with a report due in November 2014. This information will assist the prioritisation of themes and areas of particular significance to the business community. GAIN, an online business peer mentoring scheme has been approached to provide access to specialist support that reflects the areas of most need for victims of business crime.

In addition we are working with the Buy with Confidence Scheme to provide all victims with a list of accredited tradesman. Services wishing to be identified as ‘providing emergency services to victims’ will be sourced by those administering the Buy with Confidence scheme and a link will be provided via the OPCC online victims directory and by the Victim Care Unit.

Both these pieces of work will enable individuals to access local practical support while helping the business community to network and support each other in relation to the impact of crime.

2. PUBLIC ENGAGEMENT

Since the previous report in October 2014 the following engagement activity has taken place;

Alcohol focus group

Wednesday 8 October- Plymouth University. This focus group provides an opportunity for the OPCC to discuss alcohol related issues with students from Plymouth University. Students’ views help to inform the work of the OPCC in areas such as behaviour in the Night Time Economy, pre-loading and the introduction of the breathalyser pilot.

Community visits

Wednesday 5/11/14 - Community visit to the Hatherleigh area including a visit to Madewell Centre (a day centre for individuals with learning disabilities), a visit to the Senior Citizens Lunch, a visit to the agricultural centre in Holsworthy and a session to walk the beat with the local Holsworthy Policing Team including visits to farms.

Friday 5/12/14 – Visit to Bodmin Moor to discuss moorland and rural crime policing issues with local communities/villages/policing teams.

Question Time #hotseatlive event

Friday 7 November- Hatherleigh. At this BBC Devon event the Commissioner and the Chief Constable took part in a live radio broadcast which included answering questions from the public. The PCC received an award from COPACC to honour the office for its community engagement work.

Community talks

Wednesday 08/10/2014 St Mellion Ladies Luncheon Group

Monday 13/10/2014 Talk- Honiton Senior Voice

Monday 13/10/14 – Talk to National Farmers Union, Exeter

Tuesday 9/12/14 - Brixham Community Partnership talk

Public Surgeries

Penzance- Wednesday 15/10/14

Launceston- Friday 14/11/14

Penzance- Thursday 27/11/14 (To accommodate over-spill from 1st surgery)

Future engagement

Thursday 18/12/14 - Public Surgery Honiton

Talk- 13/12/14 - Yealm Probus Club

Friday 23/1/14 - Website Consultative Group

Political Engagement

Friday 31/10/14 - Meetings with West Devon Borough and South Hams councils.

Thursday 13/11/14 - East Devon / Mid Devon District Council Overview and Scrutiny Committee

Tuesday 25/11/14 – MPs briefing. This meeting provided an opportunity for the PCC and the Chief Constable to discuss current major issues with Devon and Cornwall's 18 MPs, including police funding. Alcohol and mental health.

Correspondence

The PCC has received 281 items of correspondence since the beginning of October 2014.

3. OPCC COMMUNICATIONS

During the period from early October to the end of November 2014 the OPCC has issued 16 press releases.

Among the matters covered in recent press releases have been the PCC's review into the 101 service in Devon and Cornwall, a renewed call for firearm licence costs to be increased (to match true cost), the PCC's local and national work on alcohol related crime and harm, details of the PCC's half term report, and the community remedy. This work resulted in 150 press and media articles which reached a total readership alone of over 3,000,000.

The OPCC issued 120+ tweets and by encouraging conversations with our communities in this way the office increased its number of Twitter followers to over 3,670 (up 270 from the last report).

The PCC also made numerous appearances on local TV and radio programmes, mainly news based. He also carried out many radio and TV interviews regarding the 101 review and made an appearance on the BBC Sunday Politics Show.

BBC Radio Devon broadcast a #hotseat live debate from Hatherleigh which featured the PCC and the Chief Constable. At this event the PCC received an award from COPACC to honour the office for its work on community engagement.

In November the PCC held a lunchtime phone in session with Lawrence Reed on BBC Radio Cornwall. This is expected to become a monthly event in 2015.

One new feature, in addition to webcasting the Performance and Accountability Board (PAB), is that the OPCC now films and showcases via its own website the answers to public questions which the PCC raises with the Chief Constable. You can view this here:

<https://www.youtube.com/user/PCCTonyHogg>

4. FINANCE AND GOVERNANCE MATTERS

Decisions made

The following decisions and approvals have been made by the PCC in recent weeks:

- Disposal of Chudleigh Police Station (station closed previously)
- Disposal of Paignton Police Station (station closed previously)
- Collaboration Agreement with Dorset – Joint Legal Services Department
- Phases 1 and 2 of the Forensic Services Four Police Service Collaboration in the South West Region.
- Adoption of the CIPFA Code of Practice (Managing the Risk of Fraud and Corruption)

The full decisions page of the OPCC website can be accessed via the following link:

<http://www.devonandcornwall-pcc.gov.uk/Key-Documents/Decisions.aspx>

c) Financial matters

Treasury Management Half Year Report.

Internal Audit Half Year Monitoring Report

Adoption of the CIPFA Code of Practice (Managing the Risk Of Fraud and Corruption

Budget 2014-15. Further meetings have been held to consider proposals for the next budget setting round (2014-15). The proposed budget and precept will be brought to the January 2015 meeting of the Police and Crime Panel.

5. RECENT HMIC INSPECTIONS

On 27th November HMIC published the first Police Effectiveness, Efficiency and Legitimacy (PEEL) reports. These represent an interim stage to the final all-force inspection programme that will be fully introduced next year. Every force was assessed and graded for effectiveness

and efficiency. Judgments applied were outstanding, good, requires improvement or inadequate. The report can be accessed at www.justiceinspectors.gov.uk/hmic

In summary Devon & Cornwall Police has been graded **good** across all elements of the PEEL programme. The key judgements set out in the report are as follows:

Effectiveness

- Reducing crime and preventing offending – good
- Investigating offending – good
- Tackling anti-social behaviour - good

Efficiency

- Operational efficiency – good
- Financial security in the short and long term – good
- Affordable policing - good

Legitimacy

- No grades given to forces in 2014

The following HMIC Reports relating to Devon and Cornwall have also been published since the last Police and Crime Panel meeting.

Crime-recording: making the victim count.

This was the national report following on from the interim report published in May 2014. When considered in comparison to national standards of crime data integrity Devon & Cornwall emerged as better than the average for crime data compliance.

<https://www.justiceinspectors.gov.uk/hmic/publication/crime-recording-making-the-victim-count/>

Police integrity and corruption force reports

These reports focus on the arrangements in place to ensure those working in police forces act with integrity. The findings from this report are further reflected in the PEEL report.

<https://www.justiceinspectors.gov.uk/hmic/publication/police-integrity-corruption-force/>

Crime inspection force reports

These force reports form the basis of the effectiveness judgments contained in the PEEL assessment programme. The force was graded 'good' across all three areas of tackling crime and anti-social behavior. <https://www.justiceinspectors.gov.uk/hmic/publication/crime-inspection-force-reports/>

Contact for further information

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Police & Crime Commissioner's Review of the 101 Service Provision in Devon & Cornwall

1. The Police & Crime Plan published in April 2014 contained a commitment to review the 101 non-emergency police contact service in response to concerns raised by the public. Over the last 6 months the Office of the Police & Crime Commissioner has undertaken this review in conjunction with Devon & Cornwall Police, the public and elected representatives. The review has included public consultation, listening to calls received in the call centre and logging the nature and outcome for a significant sample of calls.
2. The results focus on a number of key issues; policy and procedure, the nature of the demand into the call centre, staff and supervision issues.

2.1.1. What factual information can be found that would demonstrate whether the length of time the public need to wait when calling 101 is acceptable? Calls to the 101 service are picked up by switchboard within a reasonably quick timescale. 86% of calls are answered within 30 seconds. However very few calls are resolved at the point of first contact. The majority of calls are transferred from the initial switchboard operator through to the Force Enquiry Centre. The average waiting time for this transfer is 6 minutes and 50% of callers wait for 10 minutes or more, with 20% waiting for longer than 20 minutes. These times do not include the additional time taken to speak to switchboard.

2.1.2. What quality of response is provided to the public through the 101 service? In general, call handlers are professional and well trained. They are focused on providing an effective outcome to the caller but are often frustrated by physical and ICT systems in place within the control room and elsewhere in the force.

2.1.3. How efficiently and effectively is the current service being operated? The service is inefficient as all calls are triaged by switchboard operators who when surveyed only resolved between 6% and 8% of callers queries. The majority of callers needed to be transferred onto to other places in particular the Force Enquiry Centre. This often led to the caller not only usually waiting for a considerable period to be transferred but then also having to re-explain to a second operator the nature of their issue. This is not only frustrating for callers but also extremely wasteful of resources.

2.1.4. What, if any, barriers exist to providing a good service to the public? The technology in use within the control room does not allow for the most effective deployment of staff. Technology also does not enable effective monitoring of staff for individual and corporate management purposes. In addition, the lack of corporate rules for email and answerphone responses make it difficult for the Switchboard and FEC staff to transfer messages to the 5000 officers and staff throughout the organisation with any certainty of when or if that message might be picked up.

2.1.5. To what extent is the 101 service being used to handle calls that should be handled by other bodies, particularly other statutory agencies such as local authorities? The review shows that the 101 service is used to handle calls that should be handled by other agencies relatively infrequently with only 2% of calls signposted to other agencies. Furthermore the impact of demand from other partner agencies on the 101 service is relatively small with only 4% of calls received from partners such as local authorities, health or education.

3. The recommendations address the issues highlighted and specifically call into question the justification for a 24 hour service provision.

3.1.1. It is recommended that the call centre consider amalgamating the switchboard and Force Enquiry Centre functions with all calls dealt with by all call handlers as they are during the overnight periods.

3.1.2. The principle of providing 24 hour cover for a non-emergency police contact service should be reviewed. Further work to examine the nature of the demand and likely impact of this is recommended.

3.1.3. The role of call handlers needs to be better defined with clearer guidance about what research and post-call administration activity should be involved. It may be appropriate to consider meeting some or all of the crime recording and research functions currently undertaken by call handlers within another business area.

3.1.4. A more active and intrusive style of supervision with supervisors 'walking the floor' to provide immediate support where necessary rather than requiring call handlers to leave their stations to seek support would save vital minutes and ensure that call handlers were spending more time supporting callers to the best of their ability.

3.1.5. Supervisors should be required to a greater extent to actively manage queues flows through the transfer of available staff between the various functions. In particular, they should seek to ensure that public calls take priority over the management of internal force crime recording.

3.1.6. The data available to support supervisors and management decisions and to enable more effective and relevant monitoring of performance needs to be critically reviewed.

3.1.7. A Contact Strategy should be developed to identify alternative contact methods and support and promote their development and implementation

3.1.8. An immediate review of CC6 functionality should be undertaken.

3.1.9. A further review of information input by FEC staff across the range of force systems should be undertaken. This should focus on how the information is used by the wider organisation and seek to reduce duplication.

3.1.10. Where possible police officers and other staff should provide those that are likely to need to call them directly with a dedicated direct dial inward (DDI) contact number to avoid the need for these to be routed through the contact centre.

3.1.11. The Force Call Handling Policy should be reviewed to reflect recent changes in Force systems, additional contact methods such as e-mail and online reporting and changes in working arrangements.

3.1.12. The Force Call Handling Policy should be reviewed to reflect recent changes in Force systems, additional contact methods such as e-mail and online reporting and changes in working arrangements.

3.1.13. The Office for the Police & Crime Commissioner should review the Performance Management Framework contained in the Police & Crime Plan to ensure that it can measure improvements in the performance areas highlighted.