



**Lancashire
Constabulary**
police and communities together

REPORT TO : STRATEGIC SCRUTINY MEETING – 24TH MARCH 16

REPORT BY: KELLY HUGHES

TITLE: ITEM 3 - QUALITY OF SERVICE UPDATE ON CONTACT MANAGEMENT

1. Summary

- 1.1 This report sets out the Quality of Service – Update on Contact Management of the Constabulary up to 14th March 2016

2. Decision Required

- 2.1 The Commissioner is requested to review the report and make comments as appropriate.

3. Information

- 3.1 This report advises the Commissioning of the quality of service (Contact Management) against the performance indicators agreed.

3.2 Performance Year to date

	999				
	Offered	Achieved	Service Level	Average Speed to Answer	Abandonment Rate
APR	16120	14070	87.28%	4.7	0.5%
MAY	16637	14882	89.45%	4.1	0.7%
JUN	16758	14749	88.01%	4.3	0.8%
JUL	16983	14885	87.65%	4.6	0.5%
AUG	18933	16754	88.49%	4.2	0.8%
SEP	16374	14194	86.69%	4.8	0.5%
OCT	17237	15483	89.82%	4.0	0.4%
NOV	16745	14761	88.15%	4.2	0.4%
DEC	17984	15721	87.42%	4.4	0.5%
JAN	15009	13813	92.03%	3.3	0.5%
FEB	14918	13235	88.72%	4.4	0.9%

	Non-Emergency				
	Offered	Achieved	Service Level	Average Speed to Answer	Abandonment Rate
APR	65048	47639	73.24%	34.1	10.6%
MAY	64414	52059	80.82%	23.6	7.4%
JUN	69359	56492	81.45%	22.9	7.4%
JUL	66926	53433	79.84%	27.0	8.0%
AUG	69019	52294	75.77%	29.3	9.2%
SEP	66105	51767	78.31%	28.7	8.5%
OCT	67880	53476	78.78%	26.7	8.1%
NOV	63380	51772	81.69%	23.3	7.3%
DEC	63502	48406	76.23%	35.7	11.4%
JAN	57724	50136	86.85%	15.8	4.5%
FEB	58404	48085	82.33%	21.1	6.1%

Switchboard staffing has been maintained into the New Year

- (i) CCA recruitment is on-going as 7 CCA's have been successful in the recent PC recruitment
- (ii) Freda reviews on-going to ensure rotas met demand
- (iii) Hoax callers are now subject to investigation with CDIU – Communications Investigation Data Unit (Operation Iris)
- (iv) Average time to answer is consistently below 5 seconds for 999's and 30 seconds for non- emergency calls December to March
- (v) Reduction of abandonment rate in both 999 and non-emergency for December to March

Demand of Note since 7th December 2015

- (i) Major Incident – Flooding in Lancashire Boxing Day 2015. The serious flooding on Boxing Day caused a significant spike in demand (New Year's Eve level demand) on all contact with the Constabulary. This ran on for the course of the week leading up to New Year's Eve when the Gold Command was stood down.
- (ii) New Year's Eve – For the busiest night in the Policing calendar our average speed to answer 999 calls was 11.9 seconds and our average speed to answer 101 calls was 29 seconds.

3.3 Current Month Performance – March 16

	999					
	Offered	Achieved	Service Level	Staffing Hours	Average Speed to Answer	Abandon Rate
1st	448	430	95.98%	67	2.4	0.2%
2nd	486	475	97.74%	66	2.2	0.8%
3rd	483	443	91.72%	64	4.4	0.4%
4th	498	444	89.16%	76	4.7	0.4%
5th	618	540	87.38%	76	5.4	0.8%
6th	597	548	91.79%	73	3.5	0.0%
7th	587	517	88.07%	78	4.5	0.5%
8th	492	436	88.62%	59	4.2	0.8%
9th	408	389	95.34%	64	2.6	0.2%
10th	505	457	90.50%	69	3.9	0.6%
11th	579	520	89.81%	67	4.7	0.7%
12th	655	600	91.60%	72	3.4	0.6%
13th	665	588	88.42%	66	4.5	0.2%
14th	511	453	88.65%	66	4.5	0.0%

	Non-Emergency					
	Total Offered	Total Achieved	Overall Service Level	Staffing Hours	Average Speed to Answer	Abandon Rate
1st	2288	1862	81.38%	408	22.8	6.4%
2nd	2053	1969	95.91%	425	6.8	1.2%
3rd	2078	1865	89.75%	379	13.1	3.2%
4th	2185	1762	80.64%	362	27.4	7.3%
5th	1482	1181	79.69%	366	25.4	6.4%
6th	1495	1231	82.34%	334	20.5	5.8%
7th	2450	2137	87.22%	365	14.4	3.5%
8th	2281	2018	88.47%	372	3.5	4.4%
9th	2135	1994	93.40%	355	8.7	2.7%
10th	2315	1995	86.18%	381	18.5	6.0%
11th	2294	1924	83.87%	395	18.0	7.3%
12th	1692	1403	82.92%	365	17.6	9.7%
13th	1686	1349	80.01%	370	21.2	5.8%
14th	2467	1948	78.96%	339	22.9	5.3%

3.4 Complaints

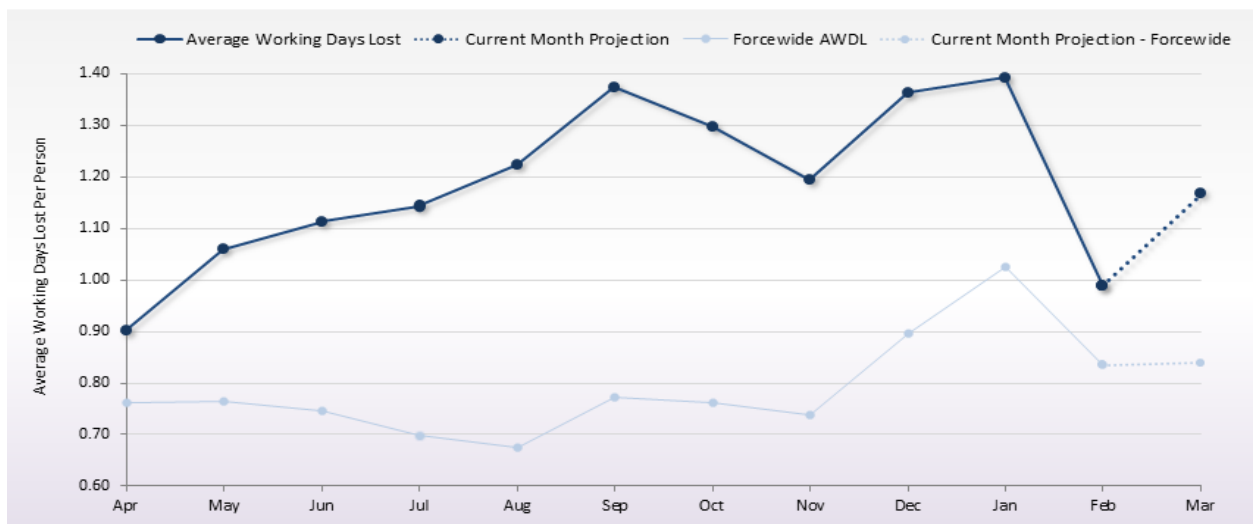
No official complaints have been made this year regarding waiting time.

3.5 Strategic Focus Areas

Staffing Numbers

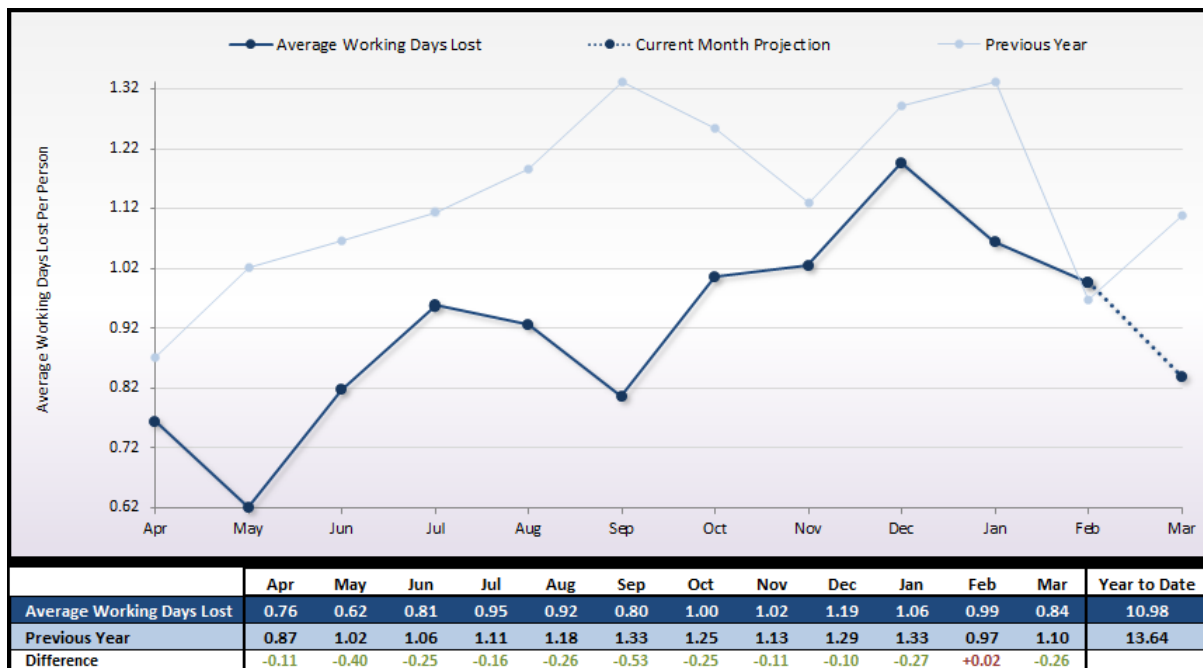
- (i) The switchboard remains within the Force Control Room and a review of demand by the Futures team will commence in April to assess the impact of the Initial Investigation unit and the effect on overall call-handling times.
- (ii) A new recruit course for CCA's will commence in May and this will compensate for the loss of 7 staff to the PC recruitment.

3.6 Contact Management Attendance 2014-2015



	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec	Jan	Feb	Mar	Year to Date
Average Working Days Lost	0.90	1.06	1.11	1.14	1.22	1.37	1.30	1.19	1.36	1.39	0.99	1.17	14.22
Forcewide AWDL	0.76	0.76	0.75	0.70	0.68	0.77	0.76	0.74	0.90	1.02	0.83	0.84	9.51
Difference	+0.14	+0.30	+0.36	+0.44	+0.54	+0.60	+0.54	+0.45	+0.46	+0.37	+0.16	+0.33	+4.71

Contact Management Attendance 2015-Current



- (i) The slight increase in February was attributed to short and medium term sickness, however still a reduction overall on the previous year. Early preventions are being achieved through the attendance policy and over 120 checkpoints have been completed in the last 12mths. Any staff member that has actionable attendance has had a meeting with the same Operation Support Manager and has an individual plan in place to improve.

3.7 Hoax Callers

- (i) Operation Iris is now in place – this is where we not only apply the 8 hour blocks to hoax callers we also now follow them up with the CDIU with a view to prosecution. We are still in the evidence gathering phase of Operation Iris – results will be reported back in the next scrutiny meeting.

3.8 Technology Issues

- (i) Bi Weekly conference calls with Capita continue to resolve the technical issues with the system.
- (ii) 22nd January saw a loss of the ACD (Automated Call Distribution) system – this was unusual and something we have generally never experienced before on the AVAYA platform.
- (iii) We have a number of planned upgrades on all systems, STORM (26th April) and AVAYA (22nd March) which may impact on room demand. Additional updates to the system should be non-service affecting but we will be prepared to go into fall-back mode at short notice.

3.10 Additional Questions

Following an incident in the South Division/Merseyside boundary area questions were raised by the OPCC in relation to our cross border agreements.

(i) ***Could we demonstrate how Lancashire works with neighbouring forces in relation to incidents close to the Police boundary?***

When a member of the public dials 999 the call is presented to BT along with the details of where it should go. On newer smartphones with GPS enabled the BT operator to pinpoint more accurately where the call should go, non GPS phones will be dictated by the mast receiving the call. This means that certain calls will go to the incorrect Force area. For STORM enabled forces this is clear when the address is validated and the log will be sent electronically to the adjoining Force. For GMP who is our only non-STORM regional Force a phone call will be made on a priority line. The agreement across all regional forces is that we take the details and send them through to the correct Force area. This is covered in the call handling respect by the PECS agreement – Public Emergency Call Service which all Forces subscribe to.

(ii) ***Can we have an update on Public Emergency Call Service (PECS) agreement in relation to calls from mobile phones at the next scrutiny meeting in March?***

Currently a mobile 999 police call is transferred to the nearest Police Force Control Room as directed to the BT operator. We have requested that at the next 999 Liaison Committee meeting the Caller should have the option (if they know) which Force Control room they should be directed to. The meeting is due at the end of March, an update will be provide separately on this.

(iii) ***Explore the possibility of putting greater safeguards into the system around downgrading of calls.***

This is something that is possible to build into the STORM system but there is a cost of £7500 to implement this and other forces would need to agree this change.

(iv) ***Is it possible to look at the interpretation of the National Standard for Call Handling in relation to the grading of calls across the region to ensure greater consistency?***

Currently all Forces are still working to the national standard but this is no longer monitored by the Home Office. Emergency incidents have the same grade criteria in all forces; non-emergency grading can differ depending on the Force Area risk assessment process. To ensure Lancashire incidents are given the correct risk decision, Lancashire CCA's will re-contact every externally transferred log coming into the control room – this allows us to speak directly to the source of information and assess the grading as per our current procedures.

(v) ***Is it possible to dip sample some incidents received from other forces to provide some public reassurance?***

The short answer is

yes, we import and export logs from other Forces all the time and our biggest transfer in and out are with the North West Motorway Policing Group and British Transport Police. Last year we transferred 1711 logs and it's very rare that we have problems with them. This is not something that's currently built into the Quality Assurance structure but could be investigated to have a yearly dip sample on transfers in and out of the Lancashire Force area.

4 Implications

4.1 There are no Implications.

5 Links to Police & Crime Plan

5.1 The quality of service measures identified link across to the Police and Crime Plan priorities as described.

6 Reasons why Restricted

6.1 N/A

7 Background Documents

7.1 None

8 Contact for Further Information

8.1 Kelly Hughes – Contact Centre Manager, Tel. 41059