



**Lancashire
Constabulary**
police and communities together

REPORT TO : STRATEGIC SCRUTINY MEETING

DATE: 22 JUNE 2016

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TITLE: 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 31st May 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 Commissioner on the quality of service (Contact Management) against the performance indicators agreed.

3.2 Call Handling – Measures

Emergency Calls - Context

- Based on 2015/16 call volumes, Contact Management receives an average of 549 emergency calls per day.
- The nationally agreed target is to answer 90% of calls within 10 seconds.
- The chart below shows service levels and average speed to answer – which is consistently below 5 seconds.

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	999				
	Offered	Achieved	Service Level	Average Speed to Answer	Abandonment Rate
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%
MAR	16683	14786	88.63%	4.4	0.5%
APR	14344	12791	89.17%	4.2	0.7%
MAY	14806	12258	82.79% *	8.3	0.5%

* See p8. 12-18 May ICCS System Instability resulted in fall-back procedures being implemented.

In general, where service levels are below 90% reasons relate to:

- Sudden surges in demand: a typical example would be an incident on the motorway network at peak times – which can result in multiple emergency calls being received in a very short timeframe. It is almost impossible to mitigate against the impact this type of event has on call handling performance.
- Demand exceeding predictions: The room is resourced based on a combination of historic call handling and demand data together with predictable operational threats. For these reasons staffing in the room will be enhanced for easily predictable events such as major sporting occasions, Halloween etc. More challenging threats to performance are unexpected events such as spells of unusually good weather – it is challenging to respond quickly enough and adapt staffing levels to this type of scenario.
- To support call handling performance within contact during fall back (w/c 23rd May) extra resilience was provided through extended shifts / overtime.

It is difficult to determine exact reasons for abandoned calls – the aim is of course to answer all calls before they are abandoned. In some cases the caller abandons the call and redials, before joining the queue again.

Non-Emergency Calls - Context

- Based on 2015/16 call volumes, Contact Management receives an average of 2120 non-emergency calls per day.
- There is no nationally agreed target for non-emergency calls, but call handling is measured against a desired level of 80% of calls being answered within 40 seconds.
- The chart below shows average speed to answer – which in the main is consistently well below the 40 second target.

	Non-Emergency				
	Offered	Achieved	Service Level	Average Speed to Answer	Abandonment Rate
JUN	69359	56492	81.45%	22.9	7.4%
JUL	66926	53433	79.84%	27	8%
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%
MAR	61877	50211	81.15%	22.9	7.1%
APR	54094	41780	77.24%	27.1	7.8%
MAY	53079	34769	65.50% *	43.7	10.4%

* See p8. 12-18 May ICCS System Instability resulted in fall-back procedures being implemented.

In general, where service levels are below 80% reasons relate to raised demand for emergency calls – will result in operators prioritising the 999 calls to the detriment of non-emergency performance.

Exceptions since last meeting:

- 19 March 2016: 18.2% abandoned rate (total 14 calls). This was a day of high operational demand (3 football matches in the county: Fleetwood v Barnsley / Burnley v Wolves / Preston v QPR). This caused some abstraction of CCAs to cover events. An unusually high number of emergency calls (701 compared to

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a daily average of 549) meant staff were prioritised to answer emergencies which impacted on non-emergency call performance.

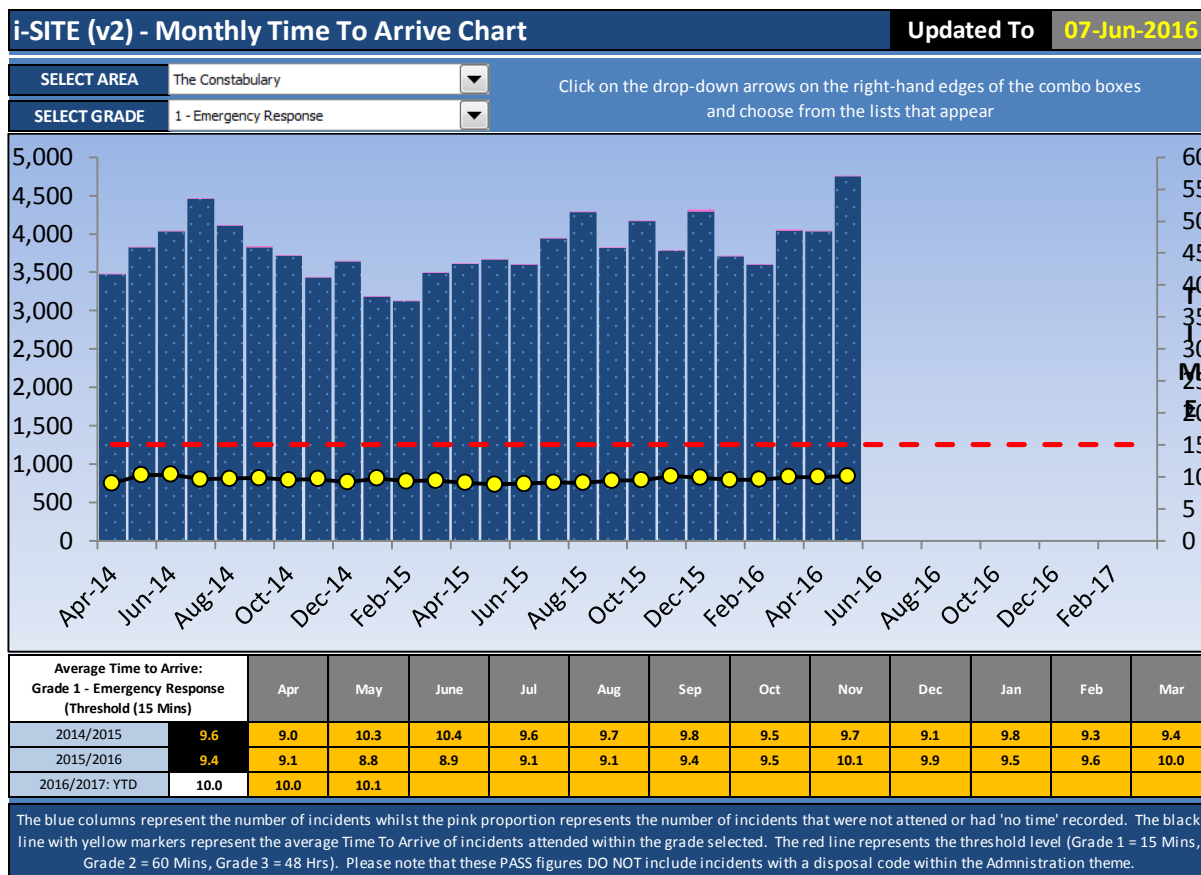
- 8 April 2016: 77.6% for 999s and 62.8% for non-emergency calls. Abandonment rate of 14.3% for non-emergencies. At around 18:00 a report of a pedal cyclist on the M6 caused a sustained and prolonged increase in the number of 999 calls which impacted severely. Operators were prioritised to answer emergency calls – which impacted severely on non-emergency performance.
- 8 May 2016: 78.9% for 999s and 56.4% for non-emergency calls. Abandonment rate of 22.6% for non-emergencies. This was a day of unusually good weather and call volumes were exceptional (730 emergency calls – which had a consequential impact on non-emergency performance). This was the highest daily total of emergency calls since New Years Eve.
- Op Laxford – Armed trial at Preston Crown Court on-going since the 4th April.

Top Ten Longest waiting Calls (minutes)

Mar	Apr	May
00:14:36	00:19:52	00:24:42
00:12:13	00:15:02	00:20:58
00:11:10	00:14:52	00:20:03
00:11:07	00:12:24	00:19:08
00:11:03	00:12:03	00:17:33
00:11:02	00:10:46	00:17:25
00:10:34	00:10:28	00:14:36
00:09:26	00:09:37	00:13:33
00:08:54	00:09:30	00:13:26
00:08:47	00:09:15	00:12:45

These times are still unacceptable – it would assist to understand what time of day these calls were made

Emergency Calls: Response Times



A legend would be of assistance.

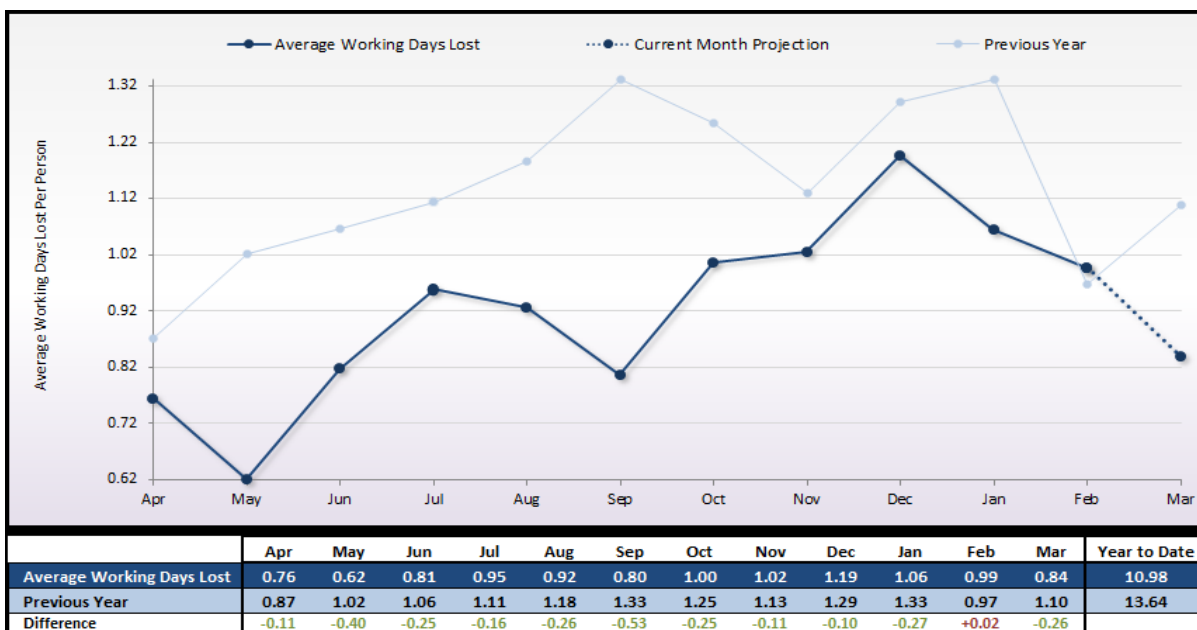
Would it be possible to receive a report outlining the response times in rural areas

3.3 Strategic Focus Areas

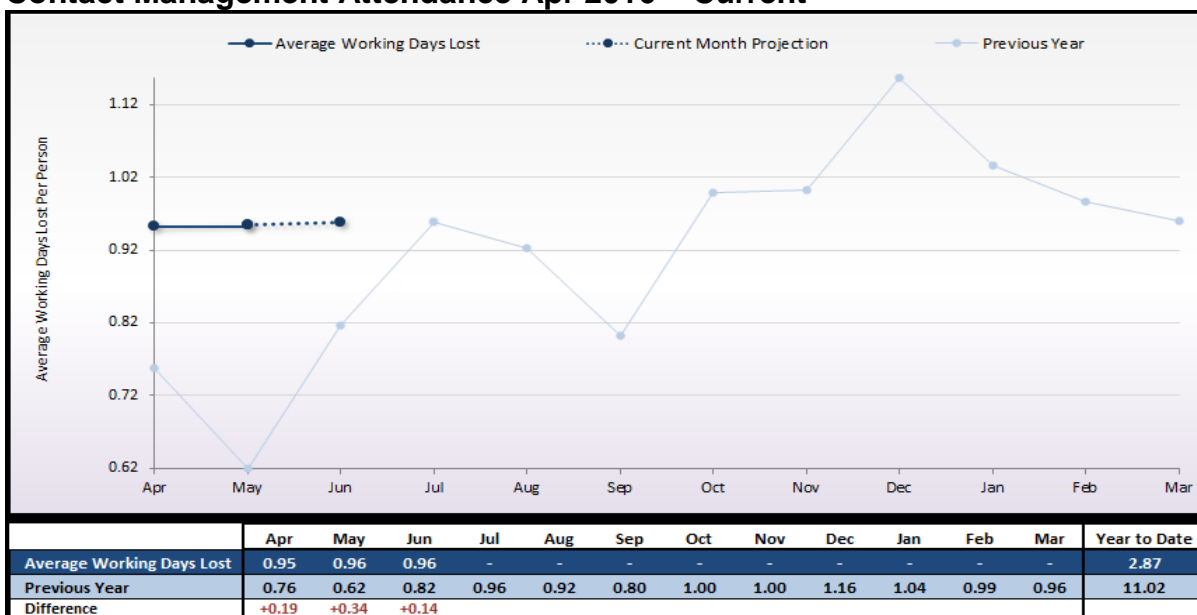
Human Resources

- (i) The switchboard remains within the Force Control Room and a review of demand by the Futures team commenced in April to examine demand and work flow processes in Contact Management. This is expected to report with recommendations later in 2016.
- (ii) A new intake of Contact Centre Assistants (CCAs) is currently in training and will offset some of the attrition liked to CCAs joining as police officers and Police and Community Support Officers. Further work is on-going between Contact Management and HR to identify and recruit a bank / reserve list of staff to meet future vacancies.

Contact Management Attendance 2015- Apr 2016



Contact Management Attendance Apr 2016 – Current



- (iii) Contact Management have been working closely with the Performance Improvement Unit over the last 12 months to help manage attendance; introducing supportive yet robust improvement plans. There have been 53 fewer incidents of absence and an overall reduction of 926 days for the department for the past year.

Hoax Callers

- (i) Operation Iris is making progress – this is where we not only apply the 8 hour blocks to hoax callers we also now follow them up with prosecutions where appropriate. One notable hoax caller has been charged with causing annoyance by mis-using the 999 system and has appeared at court.

Technology – Systems and Infrastructure Issues

- (i) Bi Weekly conference calls with Capita continue to resolve the technical issues with the system.
- (ii) 13th April – loss of ACD (Automatic Call Distribution) on the Avaya platform
- (iii) 18th April – loss of ACD
- (iv) 26th April – planned STORM downtime – some impact on our call handling as we reverted to paper logs for the duration.
- (v) 12th May to 18th May – unplanned system loss (ICCS instability). This resulted in the room operating in fall-back procedures and consequential impact on performance – although call handling data for this period is not available because of the technical issues. Intensive working between the Constabulary and Capita isolated the technical cause and normal working was resumed on 19th May. A detailed report about this is due to be submitted to the Commissioner.

Demand Management

- (i) The Initial Investigation Unit (IIU) has an establishment of 40 constables and deals with the recording of crimes at the first point of contact providing expert advice to operational officers and Contact Management staff, whilst offering the appropriate level of customer service for victims of crime.

The IIU enables crimes that are PASS Grade 3 or 4 reported to Contact Management to be dealt with over the telephone. In many cases where it is appropriate to do so, the unit provides a desk based investigation and resolution service that takes into account solvability, proportionality, cost effectiveness, whilst managing the customers' expectations.

The unit identifies crimes where forensic evidence is available, and ensures victims of crime know what is required to preserve that evidence, and, if necessary, deploys Crime Scene Investigators.

Since being established, the IIU has:

- Recorded 40% of all crime, and;

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- Recorded 61% of all grade 3 & 4 crime

A proportion of crimes recorded by the IIU require an actual deployment, but the IIU deals with to completion 75% of crime that they record. This is 30% of all crime. This saving in actual deployments frees up response, neighbourhood, and investigative assets in divisions to be deployed against other risk and threat priorities.

- (ii) The above will be further supported by the implementation of THRIVE to complement the National Decision Making Model (Threat. Harm. Risk. Investigation. Vulnerability. Engagement). THRIVE is a risk management tool for CCA's to identify the appropriate incident based on the needs of the caller and circumstances of the incident. A training programme will commence in September 2016.
- (iii) Scoping work is taking place to develop strategic approaches to channel shift. This is intended to meet the needs of the public by providing services that are easily accessible, simple to use, streamlined and convenient. Work is progressing albeit at an early stage in relation to Web-Chat as an alternate way in which the Constabulary might seek to encourage the public to access or interact with policing services.
- (iv) Contact Management also have a programme of work with the Futures team, supported by external consultant's regards perfect flow. This will review and report on how we deal with incoming demand, improve outcomes, quality of service and efficiency.