



**Lancashire
Constabulary**

police and communities together

REPORT TO: STRATEGIC SCRUTINY MEETING

DATE: 23rd September 2015

AGENDA ITEM: 2a Constabulary Performance

SUBJECT: • Quality of Service – Update on Contact Management

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	6804	6154	90.45%	3.7	0.5%

	Non-Emergency				
	Offered	Achieved	Service Level	Average Speed to Answer	Abandonment Rate
APRIL	65048	47639	73.24%	34.1	10.6%
MAY	64414	52059	80.82%	23.6	7.4%
JUNE	69359	56492	81.45%	22.9	7.4%
JULY	66926	53433	79.84%	27.0	8.0%
AUG	69019	52294	75.77%	29.3	9.2%
SEPT	27928	23179	83.00%	21.0	6.4%

Current Month Performance – September

	999						Non-Emergency					
	Offered	Achieved	Service Level	Staffing Hours	Average Speed to Answer	Abandon Rate	Total Offered	Total Achieved	Overall Service Level	Staffing Hours	Average Speed to Answer	Abandon Rate
1st	525	483	92.00%	70	3.3	0.0%	2535	2213	87.30%	416	15.1	3.9%
2nd	461	445	96.53%	60	2.2	0.4%	2319	2182	94.09%	431	8.8	2.0%
3rd	455	436	95.82%	62	2.3	0.2%	2248	2017	89.72%	389	11.9	2.8%
4th	508	473	93.11%	50	3.0	0.2%	2209	1976	89.45%	386	15.6	4.9%
5th	640	608	95.00%	69	2.7	0.0%	1776	1226	69.03%	380	33.2	11.3%
6th	581	514	88.47%	64	4.0	0.3%	1702	1346	79.08%	345	21.8	7.9%
7th	505	413	81.78%	54	5.8	0.2%	2460	1848	75.12%	406	34.7	10.8%
8th	434	377	86.87%	48	4.5	0.0%	2257	1840	81.52%	433	24.7	6.8%
9th	494	396	80.16%	47	6.1	0.8%	2386	1820	76.28%	397	29.9	9.5%
10th	457	407	89.06%	64	3.3	3.3%	2247	1837	81.75%	400	20.9	6.9%
11th	526	477	90.68%	66	4.0	0.4%	2260	1908	84.42%	435	19.8	5.2%
12th	619	568	91.76%	67	3.6	0.0%	1816	1497	82.43%	371	19.6	6.2%
13th	599	557	92.99%	73	3.1	0.3%	1713	1469	85.76%	390	16.4	5.5%

Longest call waiting

The below table contains the top ten longest waiting calls. It is worth noting that these calls could be all in one day due to incidents on-going or a system fall-back.

November	December	January	February	March	April	May	June	July	Aug
00:34:36	00:29:58	00:25:34	00:12:52	00:11:54	00:16:59	00:17:50	00:19:34	00:23:24	00:18:37
00:32:55	00:23:17	00:15:24	00:12:32	00:11:53	00:13:06	00:15:33	00:14:06	00:19:37	00:15:49
00:24:58	00:20:27	00:13:32	00:11:58	00:09:51	00:12:52	00:13:24	00:13:59	00:19:09	00:15:02
00:22:23	00:19:04	00:07:29	00:11:44	00:09:42	00:11:57	00:13:00	00:13:24	00:16:44	00:13:29
00:19:56	00:18:51	00:07:01	00:10:24	00:08:51	00:11:56	00:12:04	00:13:21	00:15:32	00:12:13
00:16:58	00:15:42	00:06:35	00:10:21	00:08:38	00:11:55	00:11:17	00:13:17	00:13:05	00:11:42
00:16:57	00:13:56	00:06:35	00:09:33	00:07:57	00:11:41	00:11:12	00:13:10	00:12:19	00:11:40
00:14:16	00:13:40	00:06:28	00:09:00	00:06:20	00:11:30	00:10:35	00:12:47	00:11:54	00:11:37
00:13:43	00:13:31	00:06:24	00:08:02	00:06:13	00:10:16	00:10:25	00:12:39	00:11:54	00:10:30
00:12:37	00:13:21	00:06:02	00:07:46	00:05:59	00:10:12	00:10:07	00:11:47	00:11:38	00:10:01

At the previous Scrutiny meeting the following action was raised - **Contact Management - The Chief Constable to identify the time of day the longest waiting calls occurred and provide an update to the Police and Crime Commissioner.**

The below table indicates the hourly/time of day percentages of 101 calls answered over 5 mins and over 10 mins:

	June to August	
	>5mins	>10mins
00:00-01:00	4.11%	0.57%
01:00-02:00	2.77%	0.65%
02:00-03:00	1.40%	0.12%
03:00-04:00	0.99%	0.00%
04:00-05:00	0.51%	0.00%
05:00-06:00	0.00%	0.00%
06:00-07:00	0.45%	0.00%
07:00-08:00	0.47%	0.00%
08:00-09:00	1.12%	0.00%
09:00-10:00	1.55%	0.03%
10:00-11:00	7.60%	0.75%
11:00-12:00	4.57%	0.19%
12:00-13:00	2.28%	0.10%
13:00-14:00	0.69%	0.02%
14:00-15:00	0.67%	0.00%
15:00-16:00	0.57%	0.00%
16:00-17:00	4.99%	0.30%
17:00-18:00	5.16%	0.23%
18:00-19:00	0.50%	0.00%
19:00-20:00	1.19%	0.05%
20:00-21:00	2.93%	0.14%
21:00-22:00	1.26%	0.00%
22:00-23:00	0.58%	0.00%
23:00-00:00	0.99%	0.11%

Complaints

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

Strategic Focus Areas

Staffing Numbers

At the previous Scrutiny Meeting the following action was raised - **Contact Management - Chief Constable undertakes an evaluation of the exit interviews to identify if the recruitment of customer contact advisor is right for the role.**

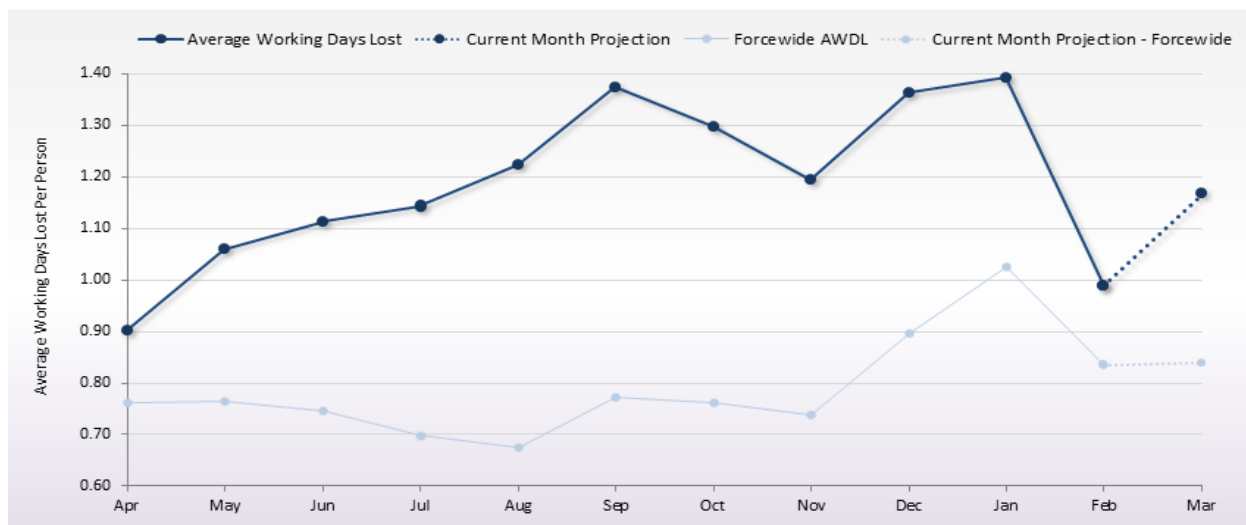
The majority of staff that have left Contact Management over the last 2 years have either become Police Officers or have retired from the organisation. Any staff that leave Contact Management have an exit interview which is conducted through the HR process. The recruitment process is a rigorous process including paper sifts, assessment and interview.

For new recruits into Contact Management there are regular meetings with mentors/trainers and HR to ensure Staff are receiving the correct support and development and any issues they may have are picked up early.

The staffing for the Force Control room should be 295 FTE; currently the staffing numbers are 292 FTE. The latest intake has started taking live calls in September. There is a further recruitment of CCA's on-going to commence a course in January 2016. This is planned to take into account those staff that will apply for the forthcoming Police recruitment.

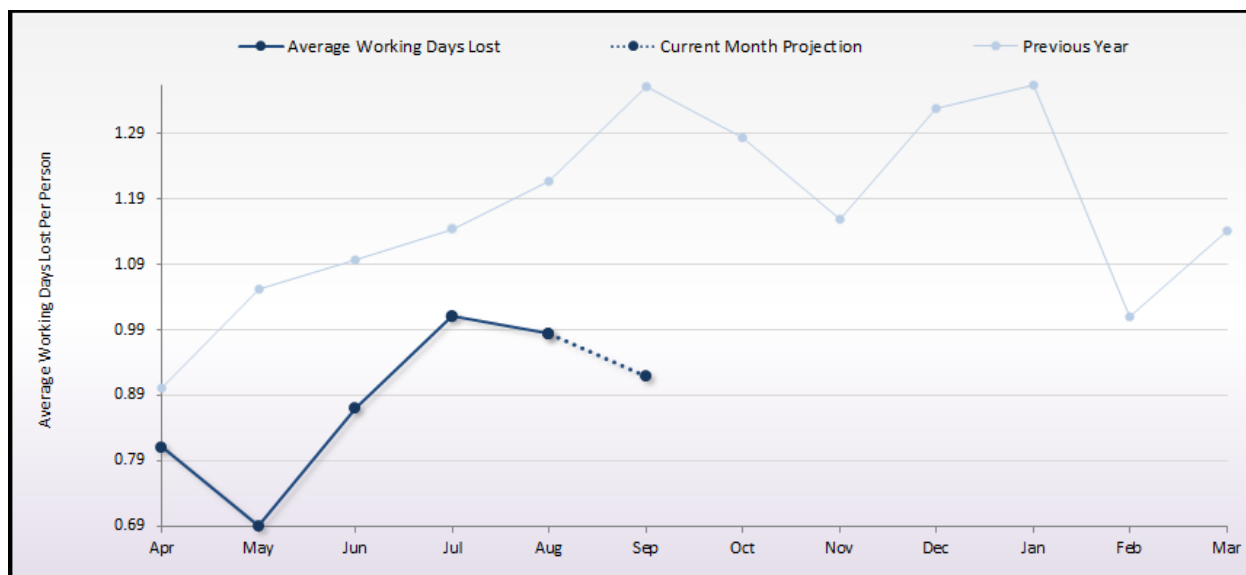
The switchboard remains within the Force Control Room and a review of demand by the Futures team will be done in January 2016 to assess the impact of the Initial Investigation unit and the effect on overall call-handling times.

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



	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec	Jan	Feb	Mar	Year to Date
Average Working Days Lost	0.81	0.69	0.87	1.01	0.99	0.92	-	-	-	-	-	-	5.30
Previous Year	0.90	1.05	1.10	1.15	1.22	1.36	1.29	1.16	1.33	1.37	1.01	1.14	14.08
Difference	-0.09	-0.36	-0.23	-0.14	-0.23	-0.44							

There has been a rise in July and Aug but still a significant reduction on last year, July was due to long term staff absence whom returned in Aug. August was mainly medium term due to planned operations, consideration through return to work interviews will also be given as to whether school holidays impacted on attendance within this time. Early preventions are being achieved through the attendance policy and over 100 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.

Peek a Boo – Hoax Caller

The Peek a Boo caller unfortunately started again in July and as the mobile they are using is a pay as you go and therefore untraceable the process in place is an 8hr block on the current phone they are using.

Below are some examples when the caller impacted on the Control Room

20th July – Peekaboo Caller presents in excess of 40 999 calls to us impacting on performance

13th August – Peekaboo Caller makes over 20 999 calls – 8 hour block placed

15th August – Peekaboo Caller makes over 50 999 calls – 8 hour block placed

21st August – 3 separate hoax callers have had 8 hour blocks placed

999 Assistance

To still assist with both 101 and 999 calls we have trained an additional 60 staff, these staff members were `recruited` on a voluntary basis from existing Constabulary personnel (both Police Officer and Police Staff) and operate on an overtime basis (i.e. over and above their main Constabulary roles). Demand prediction has allowed these 999 Assistance Operators to be utilized when additional support has been required.

The need for this overtime is decreasing as CCA staffing numbers increase.

At the previous Scrutiny meeting the following action was raised - **Contact Management - The Chief Constable provides further information on the levels of use of Police Officers and staff on overtime in order to provide resilience to the Contact Centre and the amount of overtime paid as a consequence.**

Overtime is firstly sent to the CCA's and if this isn't adequately filled the week before the overtime is due to be worked this offer also goes to the 999 assistance Police staff/Police Officers.

Overtime in Hours is detailed as below

	Apr	May	Jun	Jul	Aug
Police Officer	178	151	224	252	425
CCA/TL	896	2745	2878	924	1031

Technology Issues

Weekly conference calls with Capita continue to resolve the technical issues with the system.

Below are some examples when the technology impacted on the Control Room

1st July 2015 – major upgrade to the ICCS system takes place requiring a full fall-back. The fall-back continues for a two day period and has an impact on performance

21st July we have a STORM downtime for 4 hours which impacts on our performance – this is a server upgrade

12th August – Avaya fault fails to clear 999 calls from queue (ghost calls) affecting performance figures

31st August – ICCS Failure – agents not allowed to log on ready to take calls – results in downtime and fall-back having an impact on performance

Due to on-going technical issues a review of the system has been authorised, and BTLS have been instructed to commence this review.

Digital Engagement

A Digital engagement strategy has been developed which enables the on line reporting of crime and incidents improving public accessibility thereby reducing calls into the room. A Contact an officer direct form has been developed for the website which enables the public to directly contact an officer direct who they have dealt with in order to receive an update on their enquiry. The rollout out of the Samsung devices will also impact positively on calls into the room as officers will be able to give their number direct.

The below table shows how many reports since going-live have been made on line.

	Jan-15	Feb-15	Mar-15	Apr-15	May-15	Jun-15	Jul-15	Aug-15
Contact An Officer	115	124	118	52	199	198	202	210
Report an incident	19	18	28	54	170	88	89	95
Report a Crime	31	37	10	15	20	32	42	45
Submit Lost Property	10	5	15	2	8	7	6	7

Demand Management Unit

The Demand Management Unit (formerly the Demand Reduction Unit) will, as of October 1st 2015, incorporate the new Initial Investigation Unit (IIU). The IIUs primary objective is to provide a victim focussed response to crime related incidents which meets the needs of the victim and the organisation.

The IIU will reduce demand on front line staff by recording and investigating crime which does not necessitate a deployment in the first instance. It is not always necessary to send an officer to investigate and record a crime as many of these crimes can be dealt with over the telephone or through digital engagement. Once a crime is recorded the IIU will use the NDM to decide on deployment options considering factors including victim needs and solvability. The IIU will match the organisational response to the need of the victim ensuring an effective and efficient process is followed from point of contact. In order to achieve this, a Systems Thinking approach has been adopted and processes reviewed to reduce waste.

The staff have been trained and are now in place and this should reduce the overall call-handling times for CCA's. This will further improve call-handling response times over the coming months.

Year to August 31st saw 17,748 incidents pass through the DMU with 6169 of those dealt with in house.

34.75% of all the logs that DMU look at are resolved within the Demand Management Unit.

63.75% of all incidents referred to the DMU are concern for welfare / Public safety incidents.

DMU Tag

Below Table indicates the incidents that DMU have reviewed

Incident Classifications	Apr	May	Jun	Jul	Aug	TOTAL
All Incidents	3,526	3,732	3,613	3,586	3,291	17,748
Crime Related Incidents	449	480	516	461	437	2343
Transport Related Incidents	51	55	53	41	47	247
Public Safety/Welfare Related Incidents	2,264	2,354	2,288	2,300	2,103	11,315
Anti Social Behaviour Related Incidents	319	326	284	288	290	1507
Administration Related Incidents	504	570	520	546	468	2608

Domestic (Incl Qualifiers)	Apr	May	Jun	Jul	Aug	TOTAL
Domestic (Inc Class 370 and/or DA/DV Qualifier)	363	365	354	316	290	1688

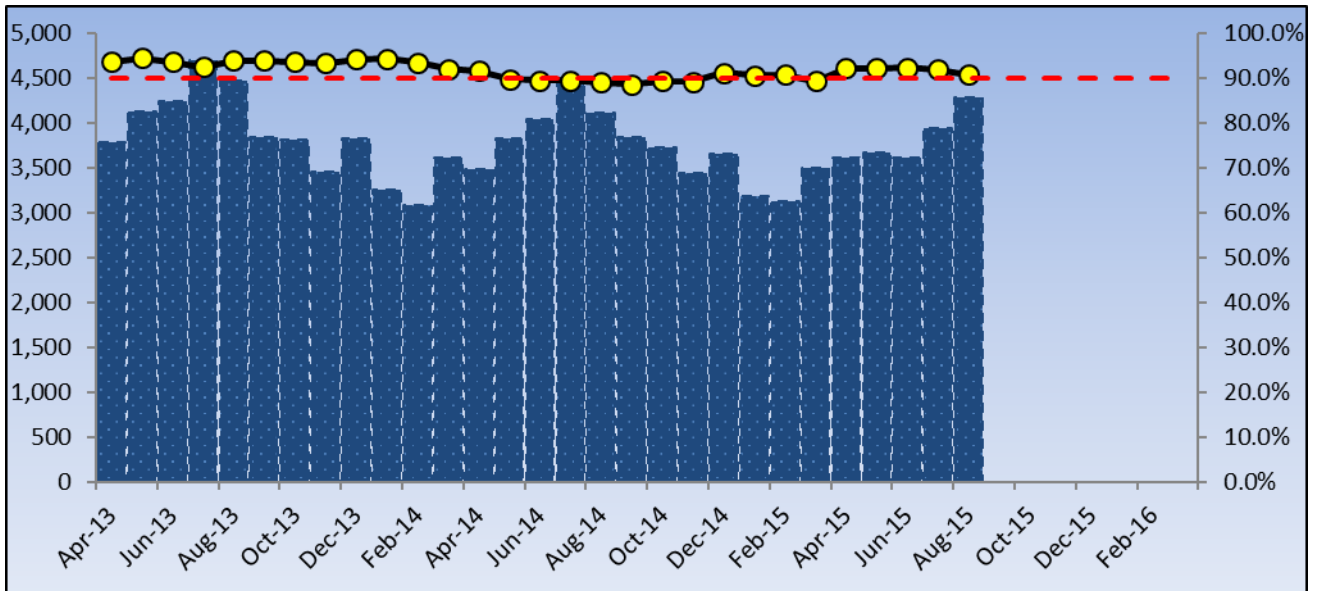
DMU2

The below table indicates those incidents that have been dealt with by the DMU thereby preventing a deployment.

Incident Classifications	Apr	May	Jun	Jul	Aug	TOTAL
All Incidents	1,182	1,349	1,252	1,258	1,128	6169
Crime Related Incidents	113	108	98	101	100	520
Transport Related Incidents	22	23	20	18	23	106
Public Safety/Welfare Related Incidents	769	887	845	839	746	4086
Anti Social Behaviour Related Incidents	122	150	130	122	117	641
Administration Related Incidents	193	214	191	211	175	984
Domestic (Incl Qualifiers)	Apr	May	Jun	Jul	Aug	TOTAL
Domestic (Inc Class 370 and/or DA/DV Qualifier)	84	100	89	62	78	413

PASS (Public Assistance & Service Standards)

Grade 1 – Emergency incidents



Grade 2 – Priority Incidents

