

COMMUNITY OUTCOMES MEETING

MAKING SURE CRIMINAL JUSTICE WORKS FOR COMMUNITIES

26 September 2018

SUBJECT: CUSTOMER CONTACT CENTRE CALL HANDLING REPORT
Report of the Chief Constable

PURPOSE OF THE REPORT

1. This report outlines the Force's current position in relation to the Police Customer Contact Centre.

RECOMMENDATION

2. That the Police and Crime Commissioner uses this report to scrutinise Force activity in respect of call handling.

POLICE AND CRIME PLAN

3. The PCC regularly receives feedback on call handling both in informal and formal meetings from members of the public and the press. The performance of the call centre impacts directly on victims and witnesses and is vital to ensure that victims get the high quality support and help they need, when they need it, in the way they need it from the right agency, call centre performance also has a direct positive or potentially negative impact on trust and confidence in policing.

KEY INFORMATION

4. The PCC has visited the call centre manager and the staff who work there.
5. The PCC is represented on the current Gold Group which has been reviewing call centre demand.
6. The impact of 101 performance continues to be discussed in a delivery setting when looking at performance as part of the quarterly performance framework.
7. The PCC has used engagement opportunities to promote the benefits of online reporting #ClickB4UCall Campaign which highlights to the public the different ways in which members of the public can now contact West Yorkshire Police, he has also used the opportunity to discuss levels of high demand taking the opportunity where possible to talk to individuals and groups about their experiences, he also provided a link on his own website to online reporting.



**Chief Officer Team
Briefing for PCC**

Title: Customer Contact Centre (CCC) Call Handling report – update Aug 2018

COT Sponsor: ACC Kingsman

Report Author: Tom Donohoe – CCC Head

Summary

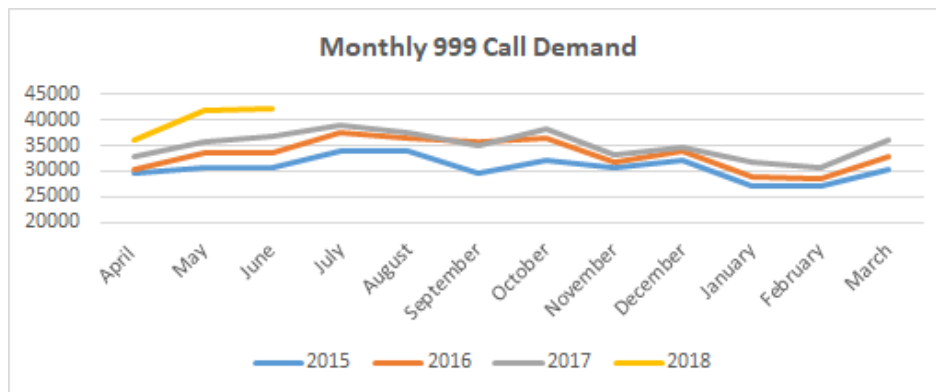
1. This report is an update of one submitted to the Chief Officer Team and Police and Crime Commissioner in Aug 2017. It is intended as supplementary to the original report.
2. The demands on call handling continue to rise nationally, with 15% increases on 999 calls in this Force alone, a slight decrease in 101 calls (1% on last year) and rises in on-line contacts of around 72% year on year. A typical increase is highlighted in Appendix C of this report.

In detail by contact type:

999 Demand

3. This Forces emergency 999 response is excellent.
 - 999 call demand follows a very seasonal pattern which has been consistent over a number of years, however the volume of calls has been increasing year on year.
 - 422,000 x 999 calls were received by the Force in 2017/8 which was a 5.8% increase compared to 2016/17 and equated to an additional 23,000 calls in the year.
 - The volume of calls in 2017/18 was 14.5% higher than two years ago (in 2015/16), equating to an additional 53,000 calls
 - The volume of 999 calls in 2018/19 is unprecedented. In the 1st 3 months of the year (Apr-Jun 2018) the Force averaged 1,322 calls per day. Compared to the same period 2017/18 this is 162 additional calls each day, 2016/17 an extra 254 calls per day and 2015/16 an extra 320 calls per day.
 - Whilst the average number of calls per day since April 2018 is 1,322, call demand has peaked on some days at over 1,800 calls

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4. Despite this increase West Yorkshire Polices 999 service continues to improve with some of the best performance in the country, it has been over 12 months since the Contact Centre abandoned a 999 call. It is essential that we protect this critical risk.
5. Many Forces report delays in responding to 999 calls, as well as issues with SNEN demand, we continue to perform very strongly in relation to 999 calls being answered, a position closely monitored by the NPCC.
6. BT also report unprecedented levels of calls and ACC Todd (PSNI), the National Lead for call handling has briefed the Chiefs Council recently with this increased and continued impact. For example, on 7/7 BT anticipated receiving 90,000 calls roughly and received 120,000, largely due to celebrations after the England VS Sweden world cup match. BT now regularly attend our regional contact meetings and we link in closely with them in a bid to monitor spikes in performance.
7. Our current average queue time for a 999 call is less than 5 seconds, and we have achieved 3 seconds queue time in recent weeks. This is consistent, solid performance. Even under record levels of demand and through a very hot summer we have maintained this performance. The graph in appendix B indicates how demand is influenced by temperature, additional alcohol and public order related offences feature on hot days.
8. In respect of 999 calls our current customer satisfaction rate for ease of contact is 95% and 94% for ability of call handler.

101 (non-emergency) demand:

9. We have had significant periods of improvement on 101 up until March of this year, with 101 queues times being 2mins 30 in Jan, rising to 4mins 30 in April when a combination of increased demand; complexity of demand (we handle more calls relating to missing persons and mental health calls for example which add to our handling time); losing 20 experienced staff to District Control Rooms; bringing in a large number of new staff to compensate and a greater reliance on CCC to undertake initial Crime and Data Integrity (CDI) work resulted in a significant, temporary deterioration in the 101 service.
 - Similar to 999 call demand, 101 follows a very seasonal pattern which has been consistent over a number of years. Unlike 999 calls, 101 call volume has NOT been increasing year on year.

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- Since January 2016, the **average monthly answer time for 101** calls has been 2 mins: 54secs however recent increased demand (primarily 999s and online contacts) has negatively impacted on average answer times. Since April 2018 the average monthly answer time has increased to 7mins:6secs and was closer to 10 minutes in June. The steps we have taken to reduce queue times have started to impact positively and figures for August are showing wait times down to the 5mins mark with some days being lower than 3mins.
 - 947,000 x 101 calls were received in 2017/18 which was 21,000 **less** than in 2016/17. A reduction of 2.2%.
 - The number of calls received so far in 2018/19 (Apr-Jun) continues this slow downward trend. 246,000 calls so far this year is a 1.8% reduction on the same period in 2016/17
 - The average number of 101 calls per day 2018/19 is 2,701 which is 51 fewer calls per day than 2017/18 and virtually the same as the daily average 2016/17.
 - Whilst 101 demand has not increased, the overall increase in contacts (driven by increase in 999s) has impacted on 101 Answer times. In January 2018 the average answer time for 101 was around 3 minutes however the increases in overall demand have resulted in increased waiting times for 101 to over 7 minutes in May, after a difficult 2 months, the average queue time on 101 is reducing with some days being less than 4mins, we are aiming for 2mins and below.
 - We are finding that a significant number of 101 calls (around the 70% mark) abandon within 7mins but we need to complete some further work on this to determine if there is a better way to control this. Huddersfield University have assisted with some initial advice on how a detailed analysis of this work could be achieved.
10. Through a large scale review of calls carried out over the last 12 months we have established that 20-30% of our 101 calls relate to callers seeking updates on their previous reports. There is a Force led initiative to bring this number down by better communication and education, ensuring Officers inform the public re the status of previously reported incidents.

Online Contacts

11. Our on-line reporting/contact/information functions currently include; report a minor crime, lost property, ASB, Hate Crime, Web chat, a version of track my crime which provides a limited update on a previous report, report a drink/drug driver and 2 new forms after public feedback, report suspicious behaviour and report drug use/drug dealing. We have a “book a call back” facility which has unfortunately been temporarily suspended due to issues with the revised Force website, but we are hopeful that we will re-institute this soon. We signpost callers to Ask the Police, the Force website and the appropriate local authority/NHS websites, also using Social media to re-inforce messages. All the functions are mobile device friendly and we aim to not only increase the functions, but also the number of self service options thereby alleviating pressure on call handling.
12. Whilst online contacts are positive removing demand from the telephony system, online contacts are still a call for service and still require managing and servicing and therefore contribute to the overall demand in CCC.

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- Online contacts have increased significantly. In 2015/16 the Force received 60,000 contacts via online methods, this increased to almost 97,000 contacts in 2017/18. This equates to an additional 36,000 contacts over the 2 year period outlined, an increase of 60%.
 - The increase in online contacts has continued into 2018/19. Figures for April -June 2018 show that we have had almost 34,000 new contacts for this period, a 73% increase on the same period last year. These contacts stand at 16427 for July, up 45% on the month of Jan 2018. Please see Appendix E.
 - We continue to monitor the progress of the Home Office single on-line home project with interest and will be able to adapt/sign up to this when it is tested and fully enabled.
13. In terms of non-emergency performance we compare more than favourably with other Forces who are facing the same demands as this Force. This is not a comfort to those experiencing queues, but it is important to establish if the issue is unique to WYP or is a National one and it is definitely the latter.

Service maintenance/ improvements plans:

14. The new staff in training are already starting to make a positive impact on capacity to handle demand and these staff cannot move onto other internal roles during their probation period.
15. The output of inexperienced call handlers is a factor in call handling performance which will improve as staff gain experience.
16. A campaign was launched on Aug 6th heavily pushing our on-line options to move volume across to either self-serve (information that can be gathered from our website or Ask the Polices' website without the need for a call) or by the numerous online options we have that can be addressed in the "slow time" campaign highlighted in Appendix D
17. This will include the facility to directly email an Officer in a case.
18. We are also introducing 2 new on-line options, "report Suspicious activity" and "report possible drug dealing" these are at the request of Neighbourhood Watch Groups and community groups, and will help us to better manage demand.
19. On-line options are not for everyone, but for everyone who is comfortable using them, it may assist someone who would rather speak to someone by helping to clear the phone queues.
20. Additionally education is part of the solution helping us to deal with demand more effectively and we have taken a number of steps to assist with this.
21. As well as the aforementioned publicity campaign, we are hosting the Yorkshire Evening Post on 17th Aug for a shift so they can feed out the demands on call handling, they also supply articles to a number of syndicated papers and are covered in TV and Radio news items.
22. We continue to use social media to not only advice callers of queues but also how to get the best use of our facilities. We have broken the 5000 followers in recent weeks and this is part of our strategy to continue the education message, including what is and what is not a Police matter. Our tweets are regularly retweeted so reach a wider audience than the 5000 followers we have

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23. The PCCs Office have also assisted in a number of ways with this, including utilising the leaflets highlighted in Appendix A, it should be noted that this data is now in need of refreshing as call demand continues to increase.
24. We continue to utilise attendance at Neighbourhood Watch Meetings, Council Meetings, IAGs, and Tenant Associations to get this message across. We host community meetings and visits within the unit to the same end and are utilising publicity to get the message across in terms of how callers can help us to help them
25. CCC staff try to resolve as many calls as possible on initial contact, currently this has dropped from about 60-65% of contact to closer to 55-60% partly due to the lack of experience in the room but also due to the nature of calls we have been receiving which require Officer attendance. Our aim is to get this back to where we were and above the 70% that we achieved in Feb of this year.
26. The Force Demand Management Review team are working with CCC and IT on enhancements to systems. This will involve better use of technology including a Customer Records Management system (CRM) which is essential to our work, as well as a workforce management system which will help us to effectively manage resources.
27. We work closer than ever with IT to ensure that systems within the Contact Centre are closely monitored for deviations from normal service and rectify faults quickly. At the same time our working relationship with BT, a key partner, has never been closer.
28. We have also utilised a small number (11) of ex CCC staff, who are now Police Officers to assist us in improving performance whilst we “bed in” the new staff, this is a short term solution to enable us to get back to a more stable performance position.
29. An ACC chaired Gold meeting has been convened and is held regularly to discuss issues that contribute to demand and to look for solutions across the whole of communications, for example the aforementioned Officer contact policy which generates avoidable demand is being addressed in a number of ways and the multiple “chaser” calls when officers are deployed to a job but then diverted and the caller not informed.
30. The new Demand Management model is tasked with assisting with this to reduce self-generated demand.

CCC Staffing

31. We have utilised modular training to get new staff up and running, alleviating pressure on the CCC and assisting IT training with scheduling due to the current demands on their services and facilities. The training for these staff is comprehensive and intense involving basic law, customer service skills, the use of a number of IT systems that the call handler has to be able to move between during their role, as well as a grounding in Force policy and procedures. Plus the training around complex areas which includes cybercrime, Child Sexual Exploitation (CSE) and Hate Crime for example.
32. Currently CCC has 65.6% of its staffing with less than 1 years’ service, 44 of these have less than 6 months service.

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33. To be fully autonomous in the role, it is estimated that a service level of 12 months (bearing in mind the first 3 months of service are effectively training based) Additionally, the 44 new staff are averaging around 5.5 calls per hour when an experienced member of staff can handle, on average 7-9 calls per hour which obviously affects call handling capacity.
34. Finally, in an area that has traditionally seen high sickness rates, we currently have a less than 4% sickness rate and this has been as low as 2.5% during the 12 months.

ONGOING DEVELOPMENTS

- Recruitment remains a focus, as does training and auditing, plus the IT developments and potential mentioned in the body of this report.
- Work is ongoing to eliminate avoidable demand both internal and external under the demand management review and within the guidance of the ACC led “Gold” meetings
- We are working with a number of Forces on the above and sharing best practice, the contact centre manager is now the chair of the Regional Contact Managers group, which was set up by the College of Policing and is a useful forum as it is also attended by Ambulance, Fire and BT
- Looking to improve our on-line facilities and watching with interest the Home Office “single on-line home” plan to establish any benefits of the system to West Yorkshire.
- Working with Community groups (for example a PCC funded video on helping young people to contact the Police)
- Continuing to work with Central Resourcing on modern apprenticeships
- Forces continue to visit us and follow our lead on demand management, training and use of social media.

SUPPORTING DOCUMENTATION

Appendix A – Call Handler Demands Leaflet

Appendix B – Demand against weather temperature/rainfall graph


Appendix C – Typical demand volumes against last year

Appendix D – Online publicity campaign

Appendix E – Online contacts

SUPPORTING DOCUMENTATION


Appendix A - Call Handler demands leaflet (also used on social media as pinned tweet) amended periodically to highlight specific issues




The Demands on Police Call Handlers

- 4,500**
Average number of calls the unit receives every day
- 1,200**
Number of 999 calls taken on an average day
- 95%**
Percentage of callers happy with the service offered by handlers across both 999 and 101
- 4 secs**
Average queue time for 999 callers
- 15%**
Percentage of calls handled that are not police matters
- Up to 67%**
Of calls into the unit handled at first contact, currently recruiting more staff to increase staffing levels above last year.
- 4pm - 6pm**
Peak time for calls

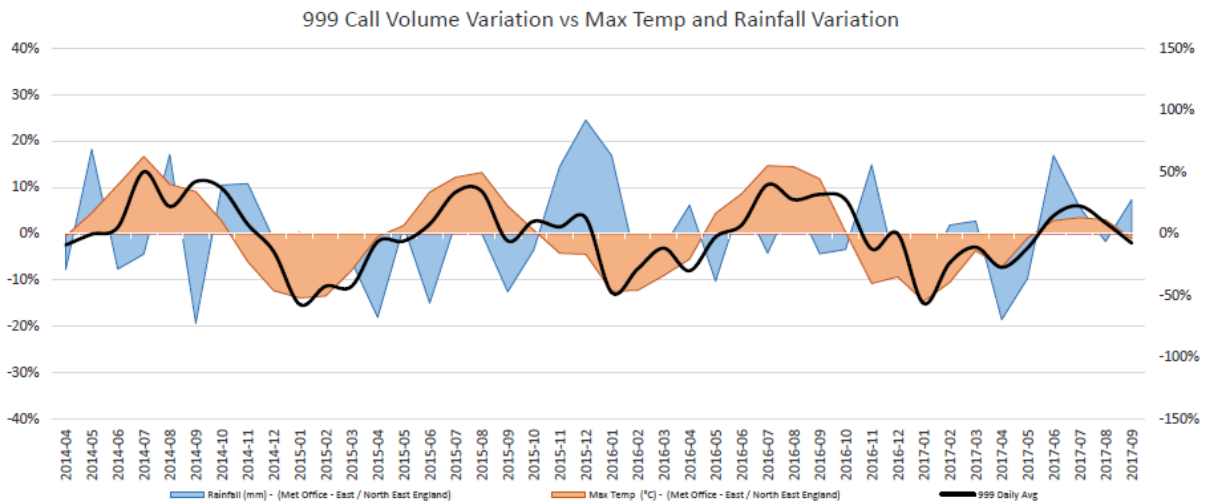
Save time, do it online
#ClickB4UCall

 Number callers should use to contact police unless it is an emergency (calls cost 15p regardless of length).

 **WEST YORKSHIRE POLICE**

www.westyorkshire.police.uk/ClickB4UCall

Appendix B – demand against weather temp/rainfall



Appendix C – typical demand volumes against last year

Contact Volumes:

Demand	999 calls	101 calls	Station and other calls	Total calls	On-line contacts
2017/18 weekly average	7652	18558	1204	27415	96,660 contacts in 2017/18
Calls last week*	9717	18102	1320	29139	
Cumulative change over last year	15.0% (21366)	-1.0% (-3338)	-0.5% (-125)	3.65% (19008)	72.8% (14289)

*previous 7 days to Saturday 28/07/2018

- CCC now assist in the comprehensive initial recording of Violent Crime, Serious Sexual Offences, Hate Crimes and Domestic transfers transferring these reports from our command and control system (STORM) to Niche our Records Management system) which adds to handling time, as does the increased complexity of calls we receive.

**Appendix D – on-line publicity schedule:
Advertising schedule – online – Aug 2018**

MARKETING TOOL	ACTION
Intranet headline	Headline on front page of intranet highlighting to staff the increase in calls and the online contact methods available
Screensaver	Screensaver on all Force computers
Video	Internal video to officers / staff encouraging them to promote online methods
Press release	Information about online methods to local media
Social media messages	Increase social media messages on Force Facebook and Twitter. Also publish from local accounts
Graphic for use on social media	Infographic to be used alongside regular social media messages
Video	Member of CCC talking about contact opportunities available. Published on website, You Tube and social media
Facebook Live	Member of CCC talking about contact opportunities available.
Facebook advertising	Adverts can target specific age, gender, location, interest etc and link to website
Twitter advertising	Adverts can target specific, gender, location, interest etc and link to website
Radio Advertising	Advertising on Radio Aire (Leeds) and Pulse Radio (Bradford) in order to reach commuters
Bus advertising	Campaign graphics on external bus panels to reach passengers, pedestrians and other drivers.

Appendix E – online contacts 2018

ON-LINE RECORDING 2018												
Yearly Total 2018							85845					
On-line Crime Reports	Jan-18	Feb-18	Mar-18	Apr-18	May-18	Jun-18	Jul-18	Aug-18	Sep-18	Oct-18	Nov-18	Dec-18
Total	749	557	685	832	1097	1270	1339					
On-line Lost Reports	Jan-18	Feb-18	Mar-18	Apr-18	May-18	Jun-18	Jul-18	Aug-18	Sep-18	Oct-18	Nov-18	Dec-18
Total	513	369	545	352	686	750	881					
On-line Proforma Reports	Jan-18	Feb-18	Mar-18	Apr-18	May-18	Jun-18	Jul-18	Aug-18	Sep-18	Oct-18	Nov-18	Dec-18
Total	6	2	17	0	0	0	0					
Request A Call Back	Jan-18	Feb-18	Mar-18	Apr-18	May-18	Jun-18	Jul-18	Aug-18	Sep-18	Oct-18	Nov-18	Dec-18
Total	17	9	21	28	3	7	13					
On-line ASB Reports	Jan-18	Feb-18	Mar-18	Apr-18	May-18	Jun-18	Jul-18	Aug-18	Sep-18	Oct-18	Nov-18	Dec-18
Total	202	144	168	732	1127	1216	1557					
On-line Contact an Officer	Jan-18	Feb-18	Mar-18	Apr-18	May-18	Jun-18	Jul-18	Aug-18	Sep-18	Oct-18	Nov-18	Dec-18
Total	147	112	236	472	587	734	803					
On-line Hate Crime Reports	Jan-18	Feb-18	Mar-18	Apr-18	May-18	Jun-18	Jul-18	Aug-18	Sep-18	Oct-18	Nov-18	Dec-18
Total	47	38	59	57	93	81	149					
Local Crime Tracker	Jan-18	Feb-18	Mar-18	Apr-18	May-18	Jun-18	Jul-18	Aug-18	Sep-18	Oct-18	Nov-18	Dec-18
Total	5400	5770	5282	5310	5418	5524	5868					
Live Chat	Jan-18	Feb-18	Mar-18	Apr-18	May-18	Jun-18	Jul-18	Aug-18	Sep-18	Oct-18	Nov-18	Dec-18
Total	1744	1831	3100	3298	5780	5349	5581					
Prison Reporting Forms	Jan-18	Feb-18	Mar-18	Apr-18	May-18	Jun-18	Jul-18	Aug-18	Sep-18	Oct-18	Nov-18	Dec-18
Total	100	77	85	72	75	59	55					

Drink/Drug Driver Reports	Jan-18	Feb-18	Mar-18	Apr-18	May-18	Jun-18	Jul-18	Aug-18	Sep-18	Oct-18	Nov-18	Dec-18
Total	6	10	8	91	118	143	181					
FGM Reports	Jan-18	Feb-18	Mar-18	Apr-18	May-18	Jun-18	Jul-18	Aug-18	Sep-18	Oct-18	Nov-18	Dec-18
Total	0	0	0	0	0	0	0					
Facewatch	Jan-18	Feb-18	Mar-18	Apr-18	May-18	Jun-18	Jul-18	Aug-18	Sep-18	Oct-18	Nov-18	Dec-18
Total	14	6	4	5	0	1	0					
Monthly Total	Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec
Monthly Total	8931	8919	10206	11244	14984	15134	16427	0	0	0	0	0