

POLICE AND CRIME COMMISSIONER FOR LEICESTERSHIRE POLICE AND CRIME PANEL

Report of	CHIEF CONSTABLE
Subject	999 and 101 PERFORMANCE
Date	TUESDAY 3 OCTOBER 2017 – 10:00 a.m.
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Purpose of Report

1. The purpose of this report is to update the Police and Crime Panel about 999 and 101 performance, explore the routing and flow of both 999 and 101 and seek to explain the journey Contact Management Department (CMD) have gone through over the last 14 months in terms of service/performance improvement.

Background / Current Position

2. During the summer of 2016 CMD saw a significant downturn in relation to 999 and 101 performance. The reasons for this have been well documented, as is the performance plan that was put in place to return the department to an acceptable level.
3. Performance measures differ for 999 and 101. In relation to 999 the aim is to answer 90% of calls within 10seconds. This is a nationally agreed target and is measured in the same way across England & Wales. Furthermore BT monitors the amount of 999 calls that take longer than 2mins 30 secs to answer. In addition to this each force has a contingency for another force to answer any overflow 9's. (Leicestershire is supported by Northamptonshire).
4. There is no recognised national target for 101 and forces are left to decide what they believe to be an acceptable target. Leicestershire Police took the decision to have 80% of 101 calls answered within 30 seconds. Furthermore it is left to each force to decide where they measure the 'call answered' from, therefore some forces deem it as being answered at the first point of greeting by (usually) the Chief Constable, other forces will measure only those calls that are made to report an incident, whilst others will measure all calls once they are answered by an Operator. Leicestershire currently measures its answered calls at the point it is answered by an Operator.
5. There are a number of different priorities given to calls made to 101 (there are currently 31 different routes/priorities into CMD). For example a member of the public calling to report an incident or crime will be given a higher priority than a member of the public calling for an update on a crime or to speak to an Officer in relation to something they have already reported to us.

6. When a call through the 101 system first comes in to us the caller is given a number of options to choose. It is at this point that the priority grading is given to their call and they are put in to the relevant queue to wait to speak to an Operator. The reality of this means that if your enquiry is a low priority and we are particularly busy with people making calls to report crimes or incidents then you will keep moving down the queue and could be on hold for a considerable amount of time.
7. Leicestershire Police are currently one of only two forces in the country on an analogue telephony platform. As a result the scope for channel shift, reassurance messages and alternative means of contacting us is very limited.

Historic Performance – where we were

8. During the summer of 2016 when CMD were performing poorly our actual performance for 999 was 83% with an abandonment rate of 0.01%, whilst abandonment was low the number of calls that went beyond 2mins 30 secs was high. This was highlighted to us by BT on a monthly basis and was incorporated into our performance plan. 101 performance was 67% and dropped month on month to a low of 48% in February 2017.
9. Whilst there are many contributory factors to performance within CMD a key element is the staffing to demand profile. It was recognised that the shift pattern and recruitment plan was not fit for purpose, a thorough review of these led to a new shift pattern and recruitment plan being implemented from the 4th June 2017.

Current performance – where we are

10. As of 21/8/17 our 999 performance is 93.2%, with a strong indication that performance continues to improve as the new shift pattern and recruitment drive take effect. This is on the back of a three month period (April – June) where we saw an extra 10,000 calls made to Leicestershire Police CMD compared to the same 3 month period last year. This increase is in line with the national picture and work is ongoing to ascertain what the cause is. The 999 performance improvement has also been recognised by BT who have made comment of our improvements despite the significant increase. This should be seen as a strong indicator that we are moving in the right direction.
11. 101 performance also continues to improve with 74.5% of calls answered within 30 seconds an increase of almost 30% since the implementation of the performance plan.

The Future

12. Whilst some good work has been done to reverse the decline in performance there is still some way to go to ensure good performance is 'normal businesses'. There are 3 key factors to ensure the trend continues:
 - Channel shift
There are still some significant challenges to overcome in relation to inappropriate calls into the police. Currently 60% of all calls into CMD are not police related matters. Whilst the new telephony platform will assist in some channel shift (improved call routing flows, 'comfort messages and alternative contact platforms such as web Chat) further work needs to be done in relation to Public Education and partnership engagement to

ensure partners have appropriate means of communication to prevent the Police being the 'service of last resort.'

- **Continued recruitment**
Prior to 2016 there had been no recruitment for a significant period of time. The current attrition rate for CMD is between 1.8 and 2 staff per month. In order to recruit a course of 12, on average 100+ applicants are required with a 5 month lead in time from application to start date. There is then a 5 week initial training course with a further 4 week in company period for a new Contact Handler. In order for this to be successful there has to be a continual open recruitment process with close support from Human Resources Service Centre (HRSC) and East Midlands Collaborative Human Resources Service (EMCHRS). Currently four courses are planned for 2018.
- **Staff profiling**
The demographic of staff within CMD coupled with the attrition rate mentioned above means that there has to be constant focus on staff profiling ensuring staffing meets demand. A number of years ago the post was removed from within the department and as a result there has been no consistent corporate eye on staff profiling, as a result this has contributed to the decline in performance. Currently CMD are working through this using a staff member (contact Handler) to perform this function, work is progressing to look at how we mainstream this within existing resources.

Recommendation

13. That members note the contents of the report and make comment as appropriate.

List of Appendices

None

Background Papers

None

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