



WEST YORKSHIRE POLICE AND CRIME PANEL

14 SEPTEMBER 2018

101/999 Call Handling Update

1. Purpose

1.1 To provide Panel members with an update on the Customer Contact Centre (CCC) and call handling as requested at the 13 July 2018 meeting.

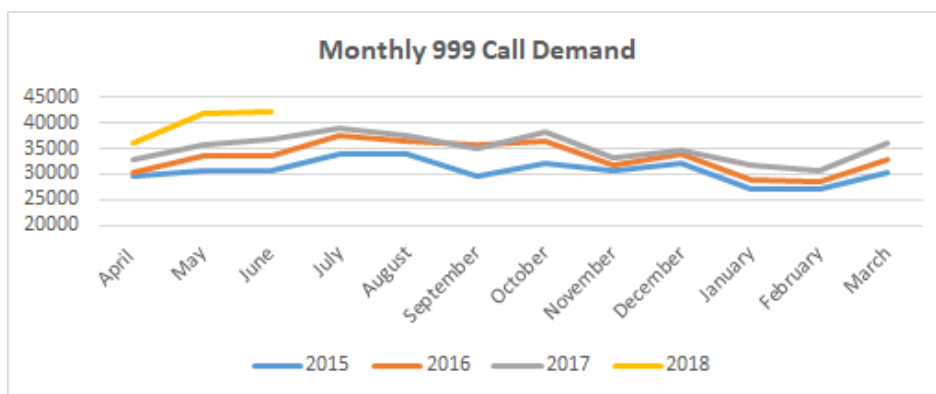
2. Background

2.1 The Police and Crime Commissioner (PCC) has previously given a verbal update on matters regarding 101 Call Handling at the 13 July 2018 meeting. Prior to this the Police and Crime Panel considered a report at the 15 September 2017 meeting and update reports have previously been provided at the meetings on 10 March 2017 and 16 December 2016.

3. Current Demand: 999 Calls

3.1 Demand on call handling continues to rise nationally, however 999 call demand follows a seasonal pattern which has been consistent over a number of years, albeit the volume of calls increases year on year also.

3.2 During the period 2017/2018 West Yorkshire Police received 422,000 emergency calls, equating to a 5.8% increase or 23,000 additional calls on the previous year, and a 14.5% or 53,000 call increase compared to 2015/2016.



3.3 The first quarter of 2018/2019 has seen the Contact Centre receive an unprecedented volume of 999 calls with an average 1,322 calls per day, which is an additional 162 calls daily compared to the same period last year, 254 calls daily compared to 2016/2017 and

320 on 2015/2016 figures. It should also be noted that call demand on some days over the period April – June 2018 peaked at over 1,800 calls received.

- 3.4 Despite this increase West Yorkshire Police's 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 and it is essential that this critical risk is protected.
- 3.5 Nationally BT have reported that they anticipated 90,000 999 calls would be received on 7 July as a result of England's World Cup game against Sweden and volumes hit approximately 120,000. Links have been made with BT, who now regularly attend the regional contact meetings and work closely with West Yorkshire to help monitor spikes in performance.
- 3.6 At present the average queue time for a 999 call is less than 5 seconds and has been as low as 3 seconds in recent weeks, despite record levels of demand and contributing factors such as hot weather and events of national interest. The graph attached as Appendix A indicates how demand is influenced by temperature and additional alcohol or public order related offences related to the weather.
- 3.7 Current customer satisfaction rates for 'ease of contact' is at 95% and 94% for the ability of the call handler.
- 3.8 Performance in relation to 999 calls being answered is closely monitored by the National Police Chiefs' Council (NPCC) and a recent briefing on the high volumes nationally has recently been provided to the NPCC from the National Lead for Call Handling.

4. Current Demand: 101 (non-emergency)

- 4.1 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.
- 4.2 During 2017/2018, 947,000 101 calls were received which is actually a decrease of 2.2% or 21,000 calls based on 2016/2017 figures. The number of calls received in the first quarter of 2018/19 (Apr-Jun) continues this slow downward trend with 246,000 calls so far this year equating to a 1.8% reduction on the same period in 2016/17.
- 4.3 The average number of calls daily during this period April – June 2018 is 2,701, an average daily reduction of 51 calls compared to 2017/2018 and in-line with the daily average during 2016/2017.
- 4.4 Since January 2016, the average monthly answer time for 101 calls had been 2 mins: 54secs and has at times been less than this such as during January 2018 when the average was 2mins: 30secs. 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. Steps taken to reduce queue times since June have started to impact positively and figures for August were showing wait times down to the 5mins mark with some days being lower than 3mins.
- 4.5 Of the calls to 101 that are abandoned, 70% of these occur within 7mins and further work is needed to better understand this. Discussions are being held with Huddersfield University who have already provided some advice on how a detailed analysis of this work could be achieved.

4.6 Following a review of all 101 calls during the previous 12 months it has been identified that between 20-30% of calls relate to update requests on previous reports. WYP have now introduced a force wide initiative to reduce this number through better communication and by ensuring officers provide updates on reported incidents.

5 Current Demand: Online contact

5.1 Online reporting and information functions currently allow the public to:

- report a minor crime for example, lost property, anti-social behaviour, hate crime
- report a driver under the influence of alcohol or drugs
- report drug use
- conduct a web chat
- access a limited version of 'Track my crime'
- find links to other websites such as Ask the Police, local authority, NHS and Crime Stoppers where crimes can be reported anonymously

5.2 In the near future the website will also include the facility to book a call back and there are aims to increase the number of functions and self-service options in order to offer a range of contact options for the public.

5.3 During 2015/16 WYP received 60,000 contacts via online methods and by 2017/18 this had increased to 97,000, indicating an additional 36,000 over the 2 year period. This increase has continued into 2018/19 with figures showing almost 34,000 new contacts for April – June. During July 2018 the total stood at 16,427 which is a 45% increase on January 2018. A table showing online contact figures for 2018 is attached as Appendix B

5.4 Whilst online contact are positively removing demand from the telephony system, they are still a call for service and therefore require managing and contribute to the overall demand on the Customer Contact Centre.

5.5 In terms of non-emergency performance we compare favourably with other police areas who are facing the same demands as West Yorkshire. Whilst it is recognised this is not a comfort to those experiencing queues in the county, it is important to establish whether issues are unique to WYP or experienced nationally and it is the latter across call handling.

6. Engagement with the Public

6.1 Engagement with the public is part of the solution in helping deal with demand more effectively. Steps have been taken to better publicise the different contact methods available and assist in educating those people who have access to and feel comfortable using online services in order to help clear the phone queues for those who would rather speak to somebody directly.

6.2 A campaign, supported by the PCC, was launched on August 6th heavily pushing online options in order to move volume across to either self-serve (information that can be gathered from our website or the Ask the Police website without the need for a call) or by the numerous online options available. The timeline for the campaign and some examples of artwork used have been attached as Appendix C

6.3 The Yorkshire Evening Post were hosted by the Contact Centre on 17 August for a shift so that they could directly experience the demands on call handling and feed out through news outlets across print, television and radio.

6.4 There is continued use of social media to not only advise callers of queues but also how to get the best use of the facilities available. The dedicated Contact Centre twitter account

has just over 5000 followers and this is part of the strategy to continue the education message, including what is and what is not a police matter. Tweets are regularly retweeted so reach a wider audience than the current 5000 followers.

- 6.5 WYP continue to utilise attendance at Neighbourhood Watch Meetings, Council Meetings, IAGs, and Tenant Associations to share messages and advertise the services. They also 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 the police to help them
- 6.6 The PCC's office utilise the advertising leaflets produced by the Contact Centre at all external events, both with partners and members of the public.

7. Customer Contact Centre Staffing

- 7.1 Currently the CCC has 65.6% of its staffing with less than 1 years' service, 44 of these have less than 6 months service.
- 7.2 To be fully autonomous in the role, it is estimated that a service level of 12 months is required, with the first 3 months being training based. A modular training package is being utilised which both alleviates pressure on the CCC and assists the IT Training staff with scheduling in order to manage current demands on their services and facilities. The training for new staff is both comprehensive and intensive providing knowledge on basis law, customer service skills, the IT systems staff need to be able to use and navigate between, force policy and procedures. It also provides training on more complex crime issues such as cybercrime, child sexual exploitation, and hate crime for example.
- 7.3 On average an experienced call handler can take 7-9 calls per hour, with the 44 new staff currently averaging 5.5 calls per hour. Whilst the increase in staffing is already starting to have a positive impact on handling demand, this lower average does have an effect on call handling capacity but should increase as staff gain experience.
- 7.4 Whilst new staff are being embedded, as a short term solution, 11 former CCC staff who have progressed to become police officers are being utilised within the CCC to improve performance. They have also been joined by a number of officers on restricted duties who are answering calls or supporting the unit in other ways.

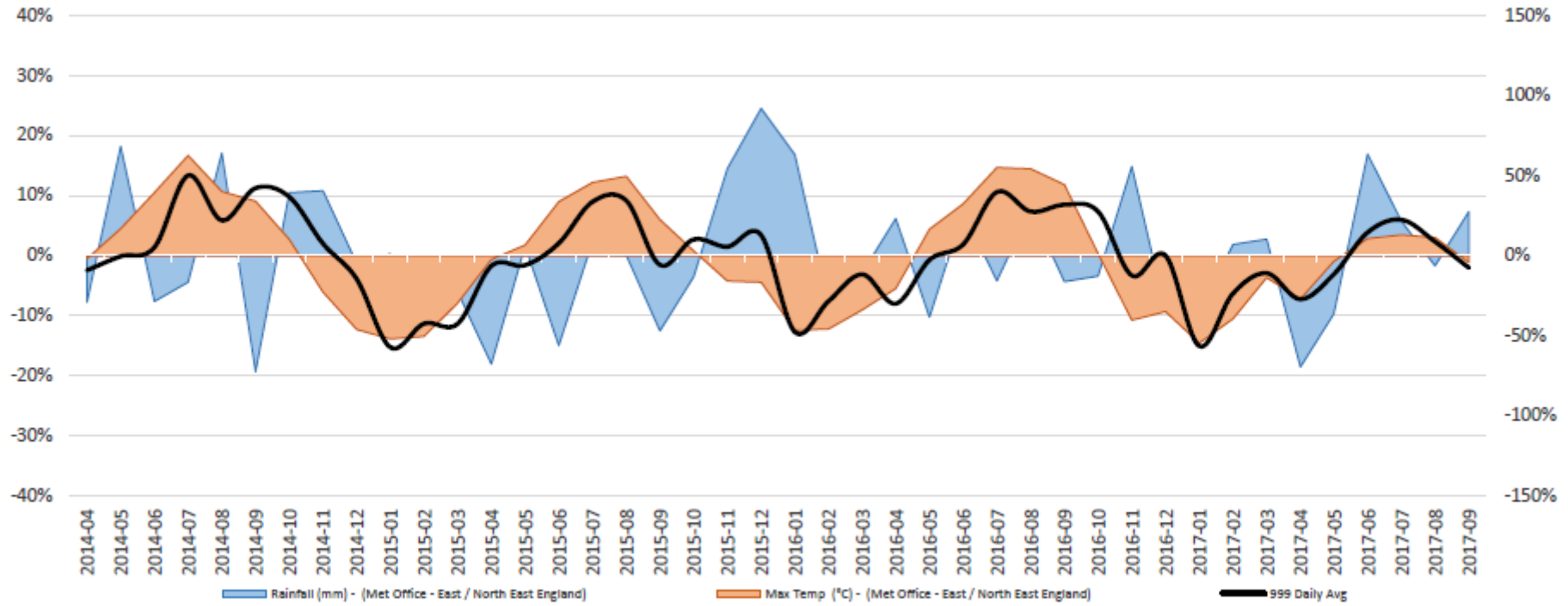
8. Service Maintenance / Improvement Plans

- 8.1 The Force Demand Management Review team are working with the Contact Centre and IT on enhancements to systems. This will involve better use of technology including a Customer Records Management system (CRM) which is essential to the work, as well as a workforce management system which will help WYP to effectively manage resources.
- 8.2 Systems within the Contact Centre are closely monitored by West Yorkshire Police's IT department for deviations from normal service and to rectify faults quickly. As a key partner in the service, WYP also have a close working relationship with BT.
- 8.3 Following requests form Neighbourhood Watch groups and local community groups, 2 new online options have recently been introduced to 'report suspicious activity' and 'report suspected drug dealing'.
- 8.4 West Yorkshire continue to monitor the progress of the Home Office single on-line home project with interest and aim to be able to adapt/sign up to this when it is tested and fully enabled.

- 8.5 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. At present this group are looking at the officer contact policy, which generates avoidable demand and multiple “chaser” calls when officers are deployed to a job but then diverted and the caller not informed.
- 8.6 The new Demand Management model is tasked with assisting with this to reduce self-generated demand. WYP are also working with other forces to share best practice and the Contact Centre Manager is now the Chair of the Regional Contact Managers Group, set up by the College of Policing and attended by Ambulance, Fire and BT colleagues also.
- 8.7 Recruitment of new staff remains a focus, however work is ongoing through Central Resourcing to look at modern apprenticeships in this area also.

Appendix A – Demand against weather temp/rainfall

999 Call Volume Variation vs Max Temp and Rainfall Variation



Appendix B – 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					

	Jan-18	Feb-18	Mar-18	Apr-18	May-18	Jun-18	Jul-18	Aug-18	Sep-18	Oct-18	Nov-18	Dec-18
Live Chat												
Total	1744	1831	3100	3298	5780	5349	5581					
Prison Reporting Forms												
Total	100	77	85	72	75	59	55					
Drink/Drug Driver Reports												
Total	6	10	8	91	118	143	181					
FGM Reports												
Total	0	0	0	0	0	0	0					
Facewatch												
Total	14	6	4	5	0	1	0					
Monthly Total	8931	8919	10206	11244	14984	15134	16427	0	0	0	0	0

Appendix C – 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.



Need to contact the Police?

Report crime online or speak to the Police in a live webchat

www.westyorkshire.police.uk

For emergencies always dial 999

#ClickB4UCall

