



To: Business Coordination Board

From: Chief Constable

Date: 04 June 2015

CALL HANDLING UPDATE

1. Purpose

- 1.1 To update the Business Coordination Board (“the Board”) on current performance in relation to Cambridgeshire Constabulary’s (“the Constabulary”) Call Handling and Contact Management.
- 1.2 This paper is a position update to the paper submitted in January 2015.

2. Recommendation

- 2.1 That the Board note the contents of this paper.

3. Call Handling Performance

- 3.1 Emergency call handling performance has remained strong throughout the year with a grade of service for April of 96.19% of calls answered within 10 seconds. The average wait time for April 2015 was four seconds.
- 3.2 Force Control Room (FCR) Not Ready Times currently sit at 19% (compared to 70% five years ago) which is well below the 35% industry standard for contact centres. FCR Staff continue to decrease talk and wrap times which in turn ensures that the call handling target remains well above the 90% in 10 seconds standard. The FCR has exceeded this target for 54 consecutive months. FCR staff continue to support 101 call handling.

3.3 999 Emergency Call Handling Performance

	Apr 2014	May 2014	June 2014	July 2014	August 2014	Sept 2014	Oct 2014	Nov 2014	Dec 2014	Jan 2015	Feb 2015	Mar 2015	Apr 2015
Call Volume	8203	9090	8980	10215	9308	8413	9257	8761	8335	7423	7140	8137	8024
% answer in 10 sec	96.30	96.05	96.01	93.44	93.41	93.78	93.30	94.92	94.28	96.79	95.52	95.61	96.19

3.4 101 Non-Emergency Calls

	Apr 2014	May 2014	Jun 2014	Jul 2014	Aug 2014	Sep 2014	Oct 2014	Nov 2014	Dec 2014	Jan 2015	Feb 2015	Mar 2015	Apr 2015
Call Vol	27003	29753	31336	33400	29303	30331	30010	27836	25466	25614	25766	28976	28159
% ans in 30 sec	94.55	94.25	91.35	92.5	94.82	93.71	94.91	95.52	95.68	95.79	93.5	92.85	92.58

(% calls within PSC answered in under 30 seconds)

- 3.5 The updated table above sets out the continued performance in call handling. In excess of 90% of calls are answered in less than 30 seconds which remains in line with the Police and Crime Commissioner's Police and Crime Plan.
- 3.6 The average wait time for initial response to the 101 call has ranged between six and eight seconds during the last six months. In April 2014 the average wait time was seven seconds.
- 3.7 It can also be seen that there has been a noticeable increase in the volume of calls from the Public after a quieter previous quarter and naturally this has had an impact upon performance.

4. **Secondary Call Handling**

- 4.1 The following table sets out secondary call handling performance since April 2014.
- 4.2 It is clear to see that the slight decline in performance correlate to the previous increases in total call volumes of June, July, August, and September 2014.

4.3 Secondary Call Handling

	Apr 2014	May 2014	Jun 2014	Jul 2014	Aug 2014	Sep 2014	Oct 2014	Nov 2014	Dec 2014	Jan 2015	Feb 2015	Mar 2015	Apr 2015
% Abnd after 30 secs	13.42	16.74	19.79	21.27	16.68	16.47	13.49	12.39	10.81	10.53	13.96	18.39	22.36
Avg Wait Time mm:ss	2:19	3:47	4:34	5:10	3:31	3:25	3:16	3:36	3:40	2:40	3:53	4:52	6:31
Lngst Wait Time mm:ss	40:46	54:54	52:12	54:29	39:27	59:18	56:42	47:38	41:25	45:42	49:31	49:00	58:05

5. Action Taken

- 5.1 As previously reported, 101 calls can be routed into the FCR for assistance when demand exceeds resource. Through some basic analysis and engagement with staff we have temporarily increased the number of FCR staff who can take 101 calls to help manage when demand increases. This hasn't had any impact on 999 performance – it is a case of being as efficient as possible with the resources we have. As a result performance for the month of May 2015 has stabilised.
- 5.2 A review of call handling times is underway to ensure that our “talk” and “wrap” times are as efficient as they can be. This is a delicate balance between speed of call versus quality. It is noticeable that due to a number of new staff having been trained over the last months that whilst they increase their skills in performing the role handling times are naturally longer.
- 5.3 Queue buster (call-back facility) is approaching the end of testing. There have been some technical challenges with integrating the system however it is now approaching deployment with a few minor issues outstanding. The IVR (interactive voice recognition) is also being integrated and tested – current deployment time as estimated by the Project Manager is mid-July.
- 5.4 The recruitment campaign is underway for the additional staffing. The initial advertising via the Constabulary website provided 10 individuals who were deemed fit for assessment centre.
- 5.5 Additional advertising is now taking place via specialist recruitment agencies to increase the number of potential applicants. History has shown that the end results of a recruitment campaign is that 1:10 are successful.
- 5.6 Other work remains ongoing to assist with the potential of demand reduction – Webchat, Self-Service, Online reporting. All of the projects are moving forward and are

at various stages – Cambridgeshire remains very closely aligned with these to ensure that as soon as the solutions are fit to be deployed they are done so expeditiously.

6. Conclusion

- 6.1 It is perfectly understandable for performance to alter if overall demand increases and the level of staffing remains constant. March and April's performance is attributable to an increase in demand.
- 6.2 The staff in the Police Service Centre (PSC) and FCR are working coherently and efficiently. Recent fine adjustments between the two units are assisting in the overall management of demand. Superintendent Gipp shadowed staff for two days in the PSC and FCR to understand roles and process and is of the view that the staff, especially within the PSC, are working in a very challenging environment and managing the demand with the resources they have very well. The focus is upon ensuring that the processes are as efficient as possible and that our current staff are supported, developed and motivated to continue to deliver excellent service ensuring the public receive the best service we can with the resources we have.

7. Recommendation

- 7.1 That the Board note the contents of this paper.

BIBLIOGRAPHY

Source Document	
Contact Officer	T/Supt Andy Gipp, Head of Contact Management, Cambridgeshire Constabulary