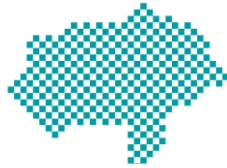




# Force Control Room (FCR) Update

Public Accountability Meeting

23<sup>rd</sup> January 2018



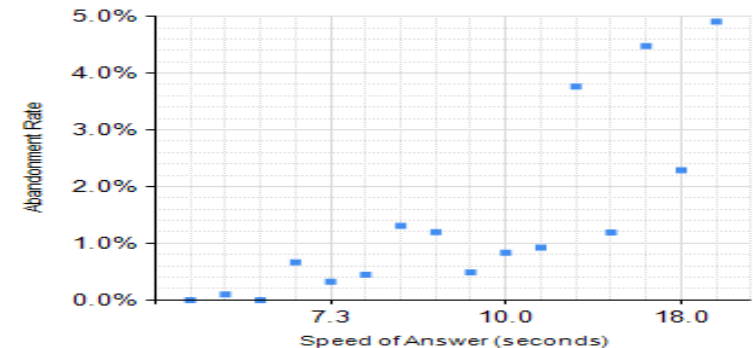
# 999 Performance



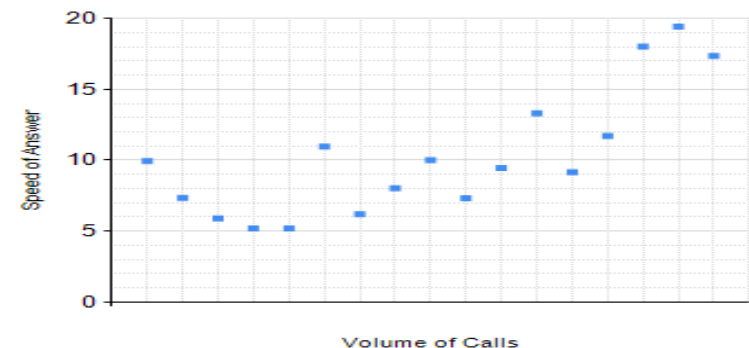
- The daily average volume July to December is 234 calls per day compared to the previous six month 185 calls (Daily rate 1 Jan – 30 June 2017)
- The highest daily rate was 376 calls on 1 July and 399 calls on 11 August
- 60% are answered in under 4 seconds
- New Year's Eve between midnight and 07.00 NYP received 241 x 999 calls which is higher than a normal full day's average volume being received in 7 hours.
- Over the Christmas period 2017, NYP have received 105 more 999 calls, 555 more 101 calls via option 1 and 585 more operator calls compared to the same period in 2016. ( Builders Friday, Christmas Eve, Christmas Day, Boxing Day)
- Since June 2017, BT 999 liaison report 999 calls for all emergency services rising from 80,000 per day to 101,000 per day.

|           | Volume | Daily average | Average time to answer (Target under 10 seconds) | Calls from other emergency services |
|-----------|--------|---------------|--|-------------------------------------|
| July      | 8189   | 264           | 19 seconds                                       | 1530                                |
| August    | 8551   | 275           | 17 seconds                                       | 1701                                |
| September | 6954   | 231           | 12 seconds                                       | 1442                                |
| October   | 6950   | 224           | 09 seconds                                       | 1491                                |
| November  | 6172   | 205           | 07 seconds                                       | 1355                                |
| December  | 6585   | 212           | 09 seconds                                       | 1484                                |

Relationship between speed of answer and abandonment rate



Relationship between speed of answer and Volume of Calls



# 101 Performance

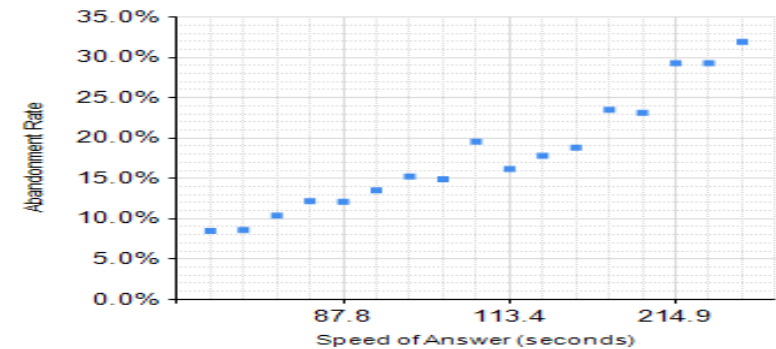


In the below table the volumes which are annotated with \* indicates a reduction in 101 calls coming into the FCR via option 1. The reduction is attributed to the introduction of two new telephone facilities and a process change (further on those follows):-

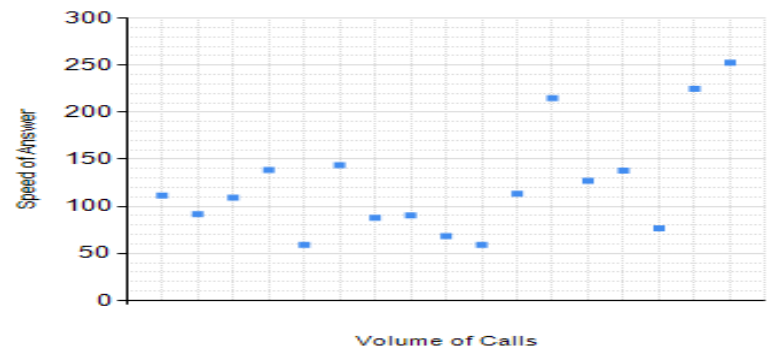
- Hold for Operator
- Call Back facility (Queue Buster)
- Abstraction of Crime Recording and Occurrence management tasks

|                                   |      | Jul   | Aug   | Sept   | Oct    | Nov    | Dec    |
|-----------------------------------|------|-------|-------|--------|--------|--------|--------|
| Volume                            | 2015 | 24616 | 24214 | 22585  | 22827  | 216555 | 19189  |
|                                   | 2016 | 27265 | 28001 | 25957  | 24264  | 22878  | 21210  |
|                                   | 2017 | 26896 | 24017 | 19997* | 20932* | 19656* | 17908* |
| Average time to answer (secs)     | 2015 | 69    | 69    | 71     | 57     | 64     | 52     |
|                                   | 2016 | 97    | 99    | 100    | 114    | 131    | 91     |
|                                   | 2017 | 253   | 205   | 139    | 144    | 92     | 112    |
| Abandoned percentage              | 2015 | 11.26 | 9.83  | 11.65  | 9.36   | 11.94  | 18.71  |
|                                   | 2016 | 15.44 | 19.02 | 18.63  | 20.96  | 22.70  | 17.58  |
|                                   | 2017 | 34.72 | 29.29 | 22.71  | 22.38  | 16.65  | 19.36  |
| Average abandon time (secs)       | 2015 | 114   | 108   | 124    | 109    | 177    | 104    |
|                                   | 2016 | 135   | 123   | 133    | 169    | 157    | 163    |
|                                   | 2017 | 242   | 215   | 166    | 166    | 169    | 163    |
| Average call duration (mins:secs) | 2015 | 3:47  | 3:51  | 3:55   | 3:54   | 3:46   | 3:44   |
|                                   | 2016 | 3:49  | 3:43  | 3:58   | 4:08   | 4:18   | 4:15   |
|                                   | 2017 | 4:33  | 4:15  | 4:10   | 4:07   | 4:19   | 4:29   |

Relationship between speed of answer and abandonment rate



Relationship between speed of answer and Volume of Calls



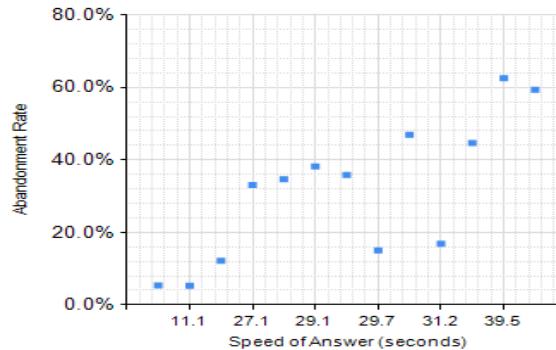


## Hold For an Operator

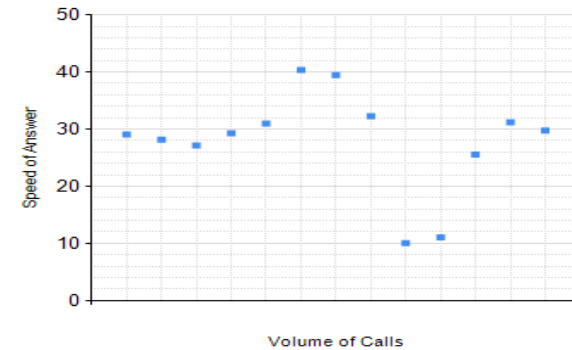
- Following public feedback, the automated switchboard was amended on 2<sup>nd</sup> August 2017 to provide the public with an option to speak to an operator should none of the 4 options be suitable.
- The aim of this service is to improve the way in which customers can navigate the options at the automated service. It is understood that these customers are now waiting for an operator rather than selecting option 1 as their preferred choice. The volumes being handled through this service are indicated in the following table:-

| Month      | Volume | Average time to answer (secs) |
|------------|--------|-------------------------------|
| August     | 9689   | 31                            |
| Sept ember | 10122  | 30                            |
| October    | 9665   | 26                            |
| November   | 9181   | 11                            |
| December   | 8301   | 10                            |

Relationship between speed of answer and abandonment rate



Relationship between speed of answer and Volume of Calls



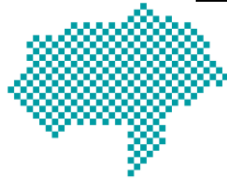
Since the hold for operator facility was introduced, the following benefits have been seen:

- The number of calls being abandoned at the automated switchboard has reduced by 32%
- The voice recognition rate has improved by 8%
- Callers speak to a person rather than attempting to negotiate the automation
- Calls which are transferred on to FCR operators have already been triaged and are being correctly transferred

The volumes of calls via “hold for operator” vary during the day. The types of call are in three broad categories:-

- Incident to be reported following triage by operator (35%)
- Calls for other departments or individuals (32%)
- Quick queries dealt with by operator (33%)

# GOLD Group Measures (2)



## Queue Buster

- This is a call back facility introduced on 30<sup>th</sup> August 2017. This allows the customer to request a call back rather than waiting themselves in a queue. The following table indicates the volume of call backs being requested and made and the average length of time customers are waiting for FCR staff to call them back. The reduction in 101 calls reported earlier can also be attributed to the call back facility.

| Month    | Volume | Average time to call back |
|----------|--------|---------------------------|
| Sept     | 3517   | 8:53                      |
| October  | 4349   | 10:15                     |
| November | 2600   | 12:14                     |
| December | 2816   | 11:29                     |

- Anecdotal feedback remains positive, further survey capability is being developed to understand customer expectations and requirements from the service by the nexus Team

## Crime Recording and Occurrence Management

Crime Recording and Occurrence Management (CROM) administration tasks have been abstracted from FCR since 5<sup>th</sup> September 2017. This is in line with recommendations from a peer review by Police Service Northern Ireland, and an internal review by the Nexus team.

- The combination of call handling and CROM administration results in lengthy periods of time to input information on to force systems. This can be as high as 42% of staff time in addition to the duration of the calls. Since CROM has been removed from the FCR, the time to input information by the staff remaining in the FCR has reduced to 33%, thus allowing staff to have a higher level of availability to pick up calls.
- The pilot is about to reach its conclusion with a recommendation to separate management of crime and occurrence management tasks.

The combination of the above three factors has had a positive impact:-

- Reduction in volumes of calls being presented
- Reduction in abandonment rate
- Improvement in answer times on 999
- Reduction in the amount of time to input incidents



## **Recruitment, Training & Tutorship**

- In the last 6 months FCR have welcomed the following numbers of staff into the department

### **Communications Officer :-**

- 12 have been recruited. All are now trained and accredited to perform their role.
- A further 16 Communications Officers will start in training on 8<sup>th</sup> January 2018 and will be accredited to carry out their role fully by 23 March 2018.

### **Dispatchers:-**

- 14 have been recruited. Six of these are currently in tutorship and will be accredited to carry out their role by 2<sup>nd</sup> February. A further six will be trained at the end of February and will be fully accredited by 27<sup>th</sup> April 2018. Dispatchers are also trained and accredited to take calls.
- The training and tutorship plan has now been revised with the newly formatted tutor hub now in place at Harrogate with a substantial plan until April 2017. An additional training room has been configured at Alverton Court to assist with displaced training from the Harrogate room.
- Further courses have been arranged for April 2018, August 2018 October 2018 and January 2019. Due to the increased number of training positions now available, FCR will be able to train increased numbers of staff on each course.

### **Further Recruitment :-**

- Analysis has shown that particularly during the summer months of 2017 compared to previous years there has been an increase in emergency calls. This is echoed by BT 999 liaison and other forces. In order to plan for such an increase next year, the FCR team are in the process of recruiting students who will be residing in York and surrounding areas during next summer. The students will be on fixed term and flexible hours contracts and will be trained to take calls.
- Six Police Constables have already been trained to take 999 calls to assist with future increases in calls. Further courses are scheduled to take place after Operation Kingfisher (Fracking) has ended. This will assist us in sustaining staffing levels to match seasonal demand.



### Local context:

- The measures put in place in the previous months are making significant improvements
  - Call times are improving
  - The introduction of ‘Q buster’ means people are getting called back sooner and that is bringing the abandonment of calls rate down month on month
  - Improving Staffing Levels remains the number one contributor to the success of the Control Room, with some days in Oct calls being answered in less than 1 min on the Enquirer Line

### National context:

- There is no national dataset readily available , however based on sample of forces that responded to a survey we can say:
  - Forces are seeing a rise in demand nationally
  - NYP’s abandonment rate over the last 3 months is **not** an outlier
  - NYP’s average speed of answer in the last 3 months is **not** an outlier
- Nationally there has been a general increase in demand across all emergency services. National opinion around the increase in 999 call is that people are struggling to get through on 101 and are then ringing 999. Some of the measures described above, along with operator function, should start to ease this.



# Incident Management – Demand Context



- Graded Responses**

|  |            |
|--|------------|
| <b>Immediate ( 15 mins urban 20 mins rural )</b> (Actual 11.7/16.4min) | <b>17%</b> |
| <b>Priority (Asap – within 1 hour)</b> (57.1min)                       | <b>25%</b> |
| <b>Scheduled (appointments)</b>  | <b>19%</b> |
| <b>Other (Information)</b>   | <b>39%</b> |

- Call Types: National Standards**

| Incident type           | 2015 – 2016 | 2016 – 2017 |
|-------------------------|-------------|-------------|
| Anti - social behaviour | 12.55       | 12.8        |
| Crime                   | 17.26       | 17.5        |
| Public Safety & Welfare | 33.33       | 34.4        |
| Road related            | 16.48       | 16.0        |
| Administration          | 20.38       | 19.3        |