



Customer Contact

- Improvements are being made in emergency and non-emergency call handling to ensure resource at all levels is in proportion to demand
- Improvements are sustainable and that plans are in place to maintain improvements, increase retention and enhance development and training.
- Improvements are being made in understanding and interrogating data regarding customer contact to improve workflow modelling and resourcing, and to understand their demand profile and the appropriateness for demand on policing.
- Partnership engagement is being developed to ensure that customers are getting a response from the right person or agency so that they get the right care.
- Changes to customer contact options and police accessibility, including how primary enquiries into low-risk volume crime and retail crime are processed, are being taken up and working successfully, and that the customer journey from these different access points is working well and improving satisfaction.



Customer Contact

Staffing numbers

Comms FTE 86 + 10%

FTE in post 87.99

Dispatch FTE 60 + 10%

FTE in post 62.39

Vacancies at August 2019

Comms 20.13

Dispatch 8

Freeze on recruitment 12 months (people at risk)

Covid reduction in class size

Critical systems update – backlog of 2 courses



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Demand

- 999's reaching over 10,000 per month, increase of 5000 since 2012
- 101 reaching over 18,000 calls October
- Hold for operator 10,000 per month (FCR and Front Counter)
- Que Buster 4000 per month (would reduce with increase of staffing)
- Single on Line Home 100 reports per week (average 19 mins)
- Outbound calls to support incidents 13,000 per month (average 1min 50 Sec)



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Strengths

- New Management Team
- Daily Huddle and implementation of performance framework
- Focus on skilling and availability
- Recruitment drive, increase January intake (meet FTE)
- Promoting Single On Line Home (on line crime reporting)
- Reviewing processes and procedure – ie considerations, THRIVE, after call
- IET dealing with approx 30 - 50 % of incidents through appt system



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Strengths

- 999 calls 2 min waiting time reduced from 5% to 1.54% (from March)
- 999 average answer time has improved averaging 10 seconds
- 101 – Average answer is 7 mins
- Recruitment and retention – on track for January 95 FTE
- Op Baker – non calls and in box demand
- VSA – prioritisation of incidents (Thrive), good supervisory oversight, Identifying Vulnerable People, appropriate, ethical and without bias.
- Customer satisfaction through IET 94%



Customer Contact

Front Counters



Total FTE 39 (58 post holders)
Abstractions/Vacancies 6.53 FTE (9 posts)

Demand and Roles
8000 operator calls per month
1500 Single on Line Home
General Enquiry e mails 1500 per month



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Challenges

- Retention of Staff
- Higher pay for surrounding forces
- Increase in demand nationally
- After call 41% needs to be reduced
- Call script questions sets
- Data quality
- Introduction and implementation of Right Person, Right Care



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Opportunities

- Introduction of work force management Tool – understand demand
- Increase staffing on comms and dispatch – meet demand
- Introduction of a digital desk (Live Chat, SOH, Social Media)
- Introduction of a switchboard – triage
- Performance monitoring of after call, call script (process, duplication)
- Right Person, Right Care
- Benefits review of IET



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Aims

- Completion of the initial rapid scoping work
- Recruitment activity to fill vacancies and bring numbers up to 95 (to complete March 23)
- Reduction in call wrap up time to 31% - based on delivery of process improvement quick wins
- Purchase and implementation of a PNC/STORM interface to improve the efficiency of PNC checks done by Comms Officers
- Targeted campaign to ensure that Comms Officers are correctly recording their status to ensure data on 'after call wrap up' time is accurate
- Purchase of a workforce management tool to release senior management capacity currently spend managing manual workforce management processes to deliver more hands-on supervision to support the reduction in after call wrap up
- Promoting greater use of Single Online Home when individuals call 101
- SPOC identified for Right Person, Right Care working with Partnership Hub



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Results - Initial Scoping

- Quantitative demand and resource modelling has been undertaken for inbound 999 and 101 calls
- Assessment of Controller numbers based on the preferred resource model of having three Dispatchers on shift for each Talk Group
- Research with other forces as to their staffing levels for dealing with customer contact via social media and live chat and review of the national Social Media Target Operating Mode
- A detailed analysis of the technology provision within the FCR has been undertaken. Taken to Change Board Nov 22



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Results - Recruitment

- Recruitment campaign on track for 25 in January 95 (FTE)
- Improve 999 answer times and 101 wait times
- Reduce after call from 41% to 21% - by 2024.
- Offer other options to the public to report – SOH
- Shift patterns, and alignment of resourcing to the peaks and troughs in demand (Work Force Management Tool)
- Continuous recruitment drive
- Performance Management embedded
- Training and investment of officers and staff (CPD)
- Established Training team
- Right Person, Right Care introduced to identify correct agency
- IET to continue to deal with high number of appts.