

**Police and Crime Panel Meeting  
9 December 2016  
Report of the Police and Crime Commissioner**

**POLICE AND CRIME COMMISSIONER'S REPORT ON 101 PERFORMANCE**

**1. Introduction**

This report presents an update on performance of the 101 non emergency telephone service since the beginning of 2016. The Panel will recall that the previous Police and Crime Commissioner challenged the Chief Constable to deliver significant improvement in the length of time that the public wait to get through to someone who can help in relation to non-emergency issues. The Chief Constable was set three specific objectives:

1. A sustainable and long term improvement in the service offering for non-urgent calls to the police to be delivered within a year.
2. A short-term uplift in performance and evidence of enabling activity to support delivery of the first objective within six months.
3. A specific reduction in the proportion of callers waiting for more than ten minutes in response to the additional resources made available by the Commissioner.

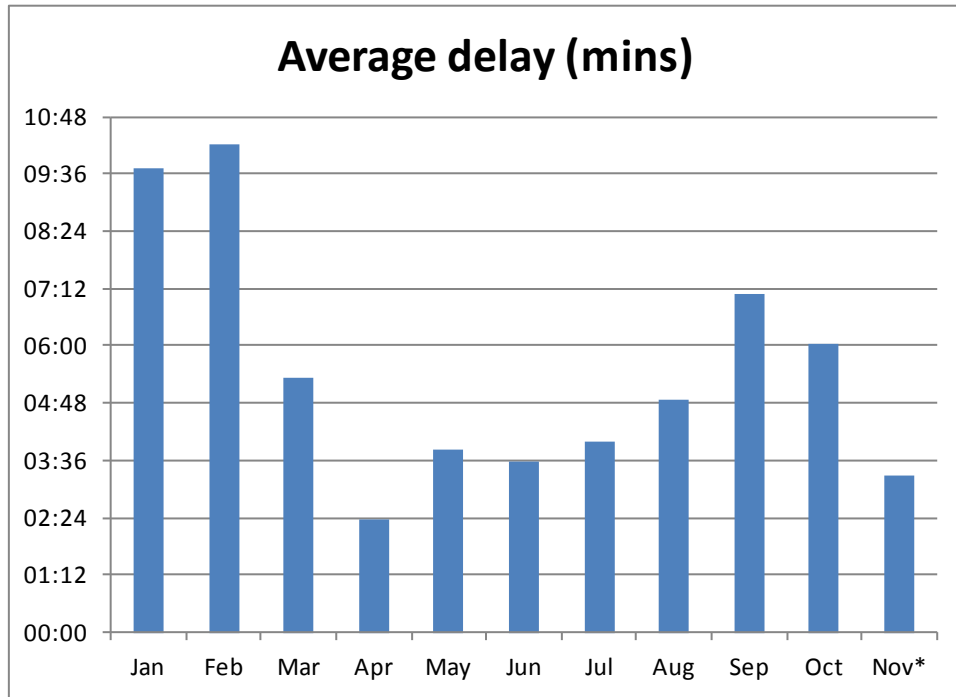
**2. Activity**

In response the Chief Constable implemented a “Gold Group” to address the issue with the same focus and commitment that is applied to any potential major incident. The Gold Group developed an action plan to deliver against the three objectives set out above. The key areas of activity described in the action plan were:

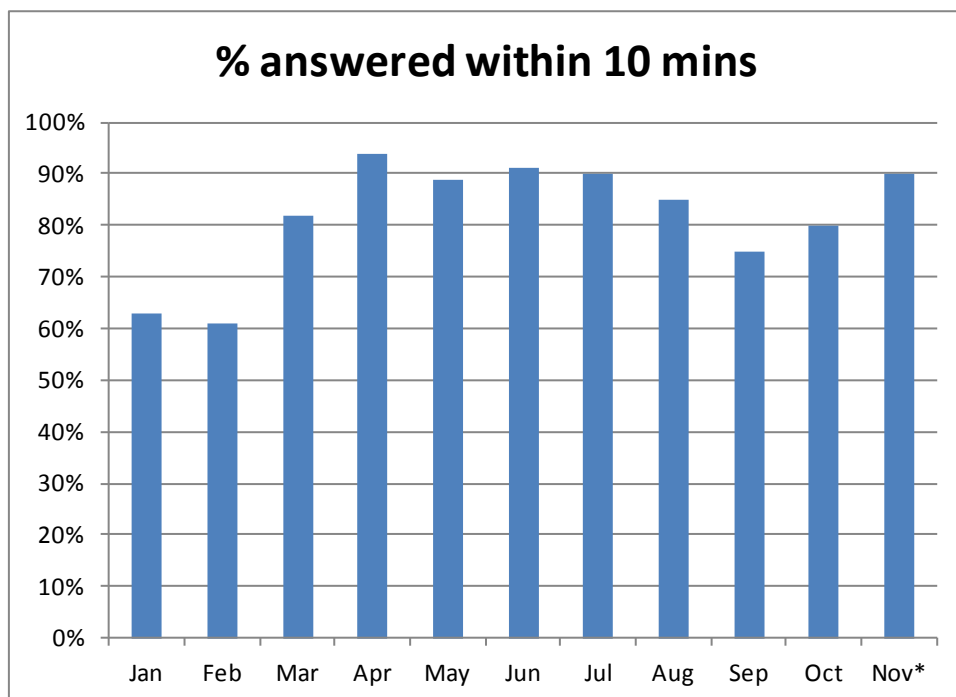
- Ensuring that appropriate performance management data is available to enable the Call Centre and the Commissioner to track performance. This included the early introduction of call management and resourcing software that will facilitate live-time resource management decisions within the Call Centre.
- Reducing the volume of calls into the Call Centre through the promotion of direct dial options for high volume business areas (Custody for example), supporting the use of different contact channels (e-mail and web-report) and the introduction of technology to support greater self service call direction.
- Reducing the duration of calls by strengthening the support provided by specialist officers in the Call Centre to deal with complex calls, shifting background research functions away from the Call Centre, moving internal crime recording processes out of the Call Centre and addressing ICT barriers.
- The implementation of a new telephony system to support additional functionality.
- Addressing staffing issues

### 3. Performance

The action plan began to deliver improvements in average waiting times in March 2016. The average answer delay for non-urgent 101 calls was over 8 minutes in the six months to end of February 2016. In the six months to end of August 2016 this improved to 4 minutes. During the three months between March and June average answer times were below 4 minutes, rising to between 4 and 5 minutes in the peak summer season, July and August.



Similar improvements have been observed in the percentage of callers waiting for longer than 10 minutes after initial transfer from switchboard.



Note: \* Data for November reporting first 3 weeks to 20<sup>th</sup> November.

#### **4. Future development**

Ensuring that the police continue to deliver an acceptable level of performance to callers to the 101 service is a key feature within the Commissioner's Draft Police and Crime Plan (which is on the agenda for this meeting). Under the draft Police and Crime Plan there will be public service standards on 101 and other contact pathways by the end of March 2017 and performance will be reported regularly to the public.

Further system developments are underway. These will focus initially on the introduction of more effective workforce management systems that will allow resource to be better matched to demand, the introduction of webchat to divert further demand from the call centre and the introduction of IVR<sup>1</sup>.

#### **Contact for further information**

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<sup>1</sup> **Interactive Voice Response (IVR)** is an automated telephony system that interacts with callers, gathers information and routes calls to the appropriate recipient.