

**Police and Crime Panel Meeting
3 February 2017
Report of the Police and Crime Commissioner**

**POLICE AND CRIME COMMISSIONER'S UPDATE REGARDING THE 101
SERVICE**

1. Introduction

This Performance Update presents an update on 101 performance 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.

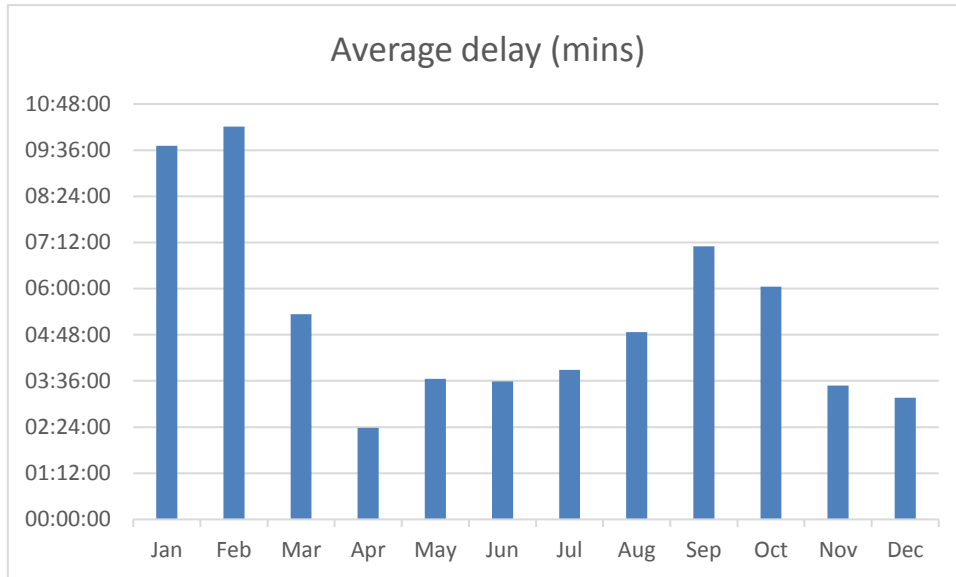
2. Activity

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:

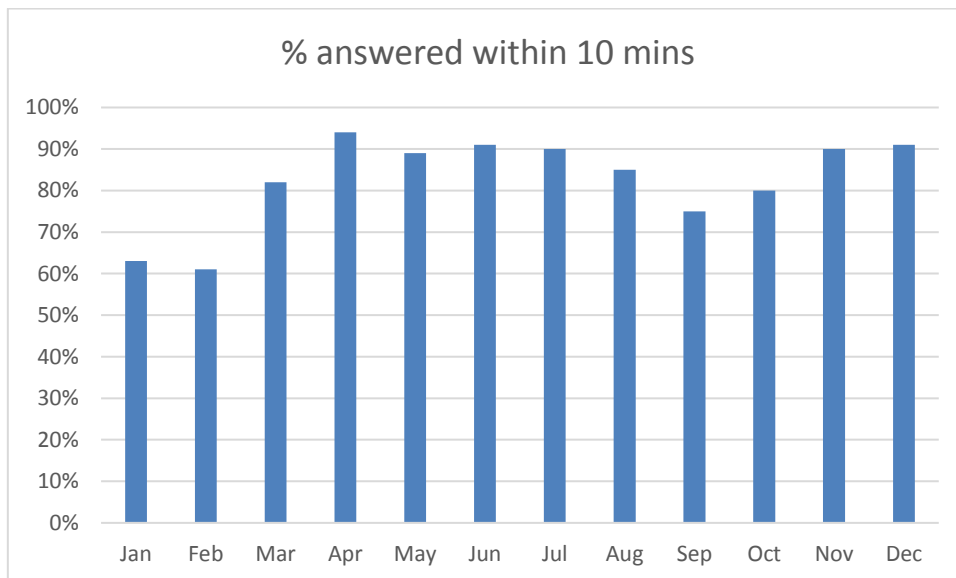
- Ensuring that appropriate performance management data is available to enable the Call Centre and the Commissioner to track performance. This includes the early introduction of call management and resourcing software that will facilitate live-time resource management decisions within the Call Centre.
- 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 channel (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 December 2016 this improved to 4 minutes. During the three months between March and June average answer times were below four minutes, rising to between four and five 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.



A dip in performance is apparent in September and October. This is due to a number of concurrent exceptional demands increasing both demand into the Contact Centre and staff abstractions. This has now resolved.

4. Future development

Ensuring that the police continue to deliver an acceptable level of performance to callers to the 101 service remains an imperative for the PCC and is a key issue for her Police & Crime Plan. The Police & Crime Commissioner will continue to monitor performance in this area and ensure that standards are maintained. Transparency of service quality is key. Under the new Police and Crime Plan the Chief Constable will publish performance standards for a full range of contact rates, including 101, by the end of March 2017 and will report regularly to the public on performance.

Further ICT system developments are underway which will enhance the 101 service. 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 IVR¹.

Contact for further information

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Report prepared 18 January 2017

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