

ORIGINATOR: CHIEF CONSTABLE

PAPER NO: AP22/32

**SUBMITTED TO: ACCOUNTABILITY AND PERFORMANCE PANEL –
8 JULY 2022**

SUBJECT: RESPONDING TO CALLS FOR ASSISTANCE

SUMMARY:

1. The period of this report covers 1st April 2021 to 31st March 2022.
2. This report provides an operational overview of how the Constabulary receive and manage calls to the Emergency number 999 and the non-emergency number 101.
3. It provides information in relation to the Constabulary's programme of improvements to create a service to manage all contact in a way that is consistent and effective.
4. It provides key performance information tracking both emergency and non-emergency call demand, call answering time and response time to attend emergency incidents.

RECOMMENDATION:

1. The Police and Crime Commissioner is asked to consider the content of this report.

DETAIL OF THE SUBMISSION

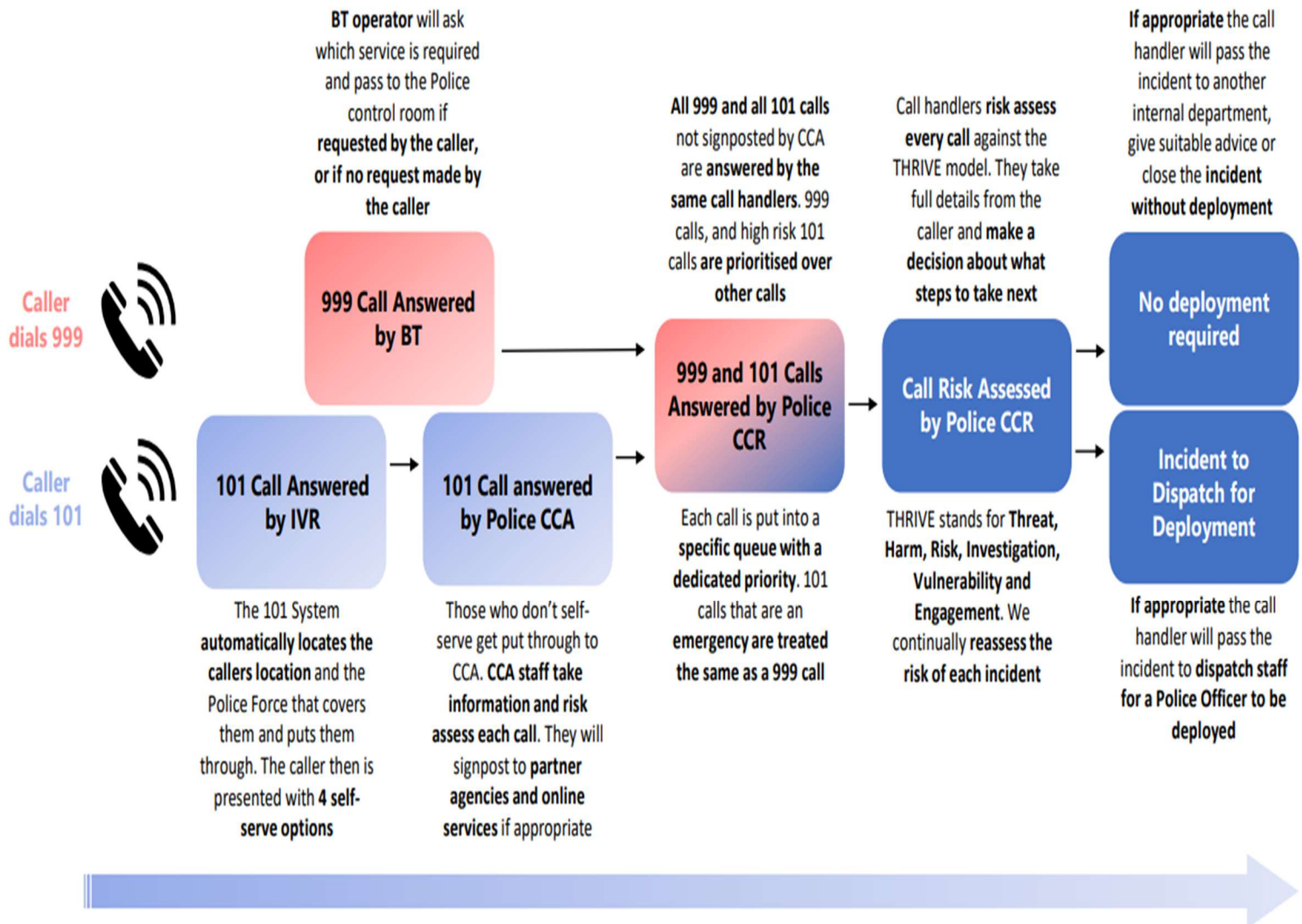
1. INTRODUCTION

- 1.1 This report covers the period 1st April 2021 to 31st March 2022 and provides detail in relation to the processes in place to manage emergency and non-emergency calls, performance data and an overview in relation to the Constabulary's programme of transformation to improve service delivery.
- 1.2 The Command and Contact Room (CCR) operates at the front end of policing, generally being the first point of contact for the public including taking calls from distressed or vulnerable victims, often whilst the crime is still in progress and before police resources arrive, providing a service to the public 24 hours a day, 365 days a year.
- 1.3 The CCR is located at Police Headquarters at Martlesham and is made up of five key areas which impact the whole force:
- Central Call Answering (CCA) provides a switchboard service for the force, as well as acting as a point of triage for callers ringing 101 for assistance.
 - CCR deals with calls requiring police attendance or recording, 999 emergency calls, calls from partner agencies and other police forces.
 - CCR deploys police resources to incidents and processes requests from officers on the street. Dispatchers continually reassess and prioritise incidents to ensure resources are deployed as quickly and efficiently as possible.
 - The Shift Inspector and Supervisors provide both operational and people leadership. They manage incidents, setting response plans, tasking specialist resources, and liaising with other Supervisors to ensure incidents are appropriately managed. This includes the fast time management of high-risk policing situations including firearms incidents, police pursuits and major incidents. They also manage performance and welfare issues for staff.
 - CCR Support office provides a critical back-office function for the CCR, including the provision of training, management and development of the STORM and telephony systems and administrative support including the downloading of calls and radio traffic for court.

2. EMERGENCY CALL (999) AND NON-EMERGENCY (101) CALL HANDLING PROCESS

- 2.1 Nationally all 999 calls are directed to call centres and will be answered by British Telecom (BT) operators. They will ask which emergency service you need and then connect you to the relevant service. In terms of Police this will be a CCR determined by the location you are making the call from. If no service is requested but anything suspicious is heard throughout the process, BT operators will still connect you to the police.
- 2.2 All 101 Calls are received into the CCA. These calls are answered by one of the CCA Call Takers and assessed to establish whether they can be handled entirely within the CCA, or whether they need to be redirected into the CCR.
- 2.3 The CCA Call Taker will pass the call into the CCR by placing the caller in a specific 101 queue according to the type of call and priority. For example, calls relating to Domestic Abuse or Hate Crime will be given a higher priority. However, the length of waiting time will be determined by the volume of 999 calls being received as they are being dealt with by the same call handlers.

- 2.4 Call demand in the CCR can be unpredictable and call takers can see surges in demand on 999 calls linked to a single incident, for example a road traffic collision or an obstruction in the highway.
- 2.5 The CCR Call Takers are also responsible for monitoring the emails that come into the Constabulary. These are dealt with in the same way as a call with the details being THRIVED and resources being deployed to deal with them as appropriate.
- 2.6 Diagram to illustrate 999 and 101 Call Process:

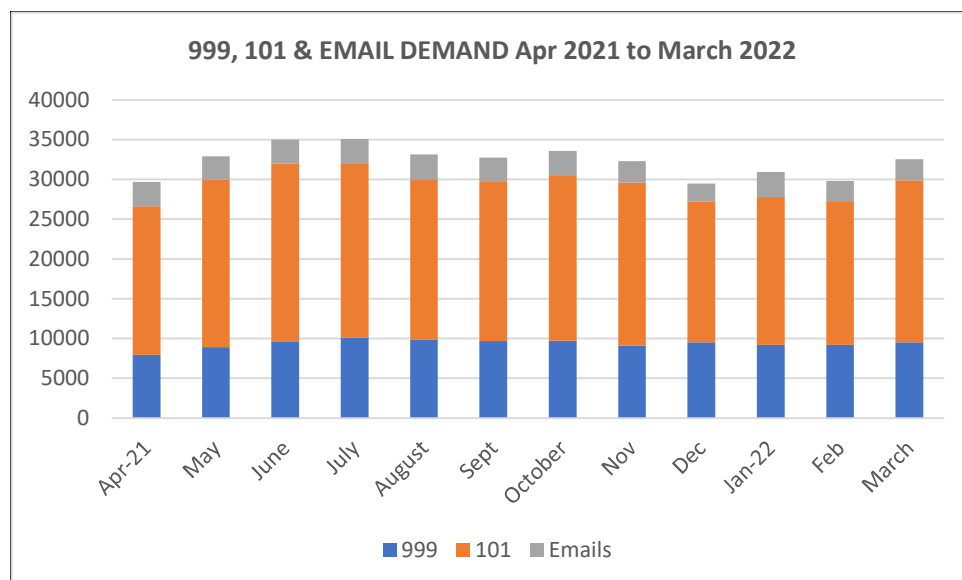


Glossary CCA – Central Call Answering (Switchboard) IVR – Interactive Voice Response CCR – Contact & Control Room

3. EMERGENCY CALL (999), NON-EMERGENCY (101) AND EMAIL DEMAND

3.1 In the twelve months between 1st April 2021 and 31st March 2022 Suffolk Police CCR received:

Emergency 999 Calls	112,401
Non-emergency 101 Calls	240,043
Emails	34,844
Total	387,288

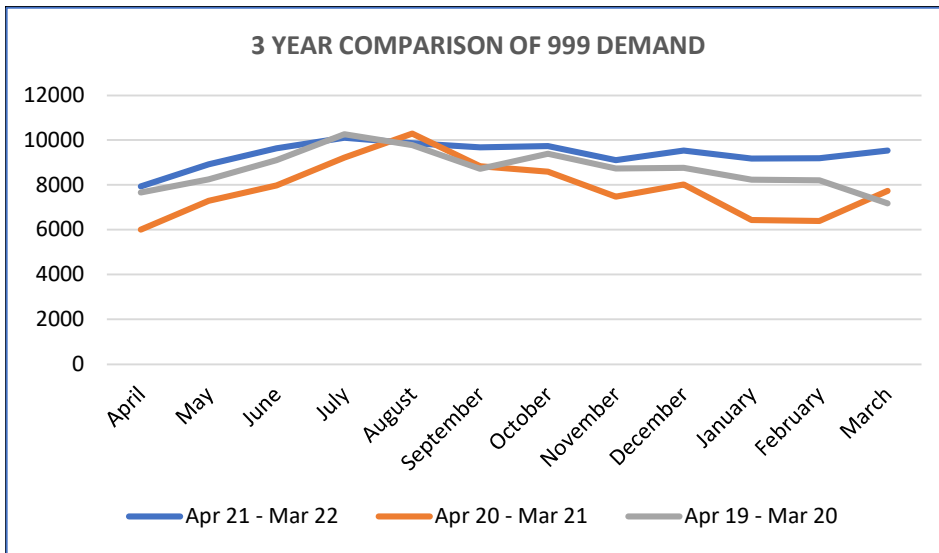


3.1.1 With the easing of COVID restrictions in March 2021 the CCR experienced a month on month increase in Emergency (999) calls, rising from 7,945 calls in April 2021 to 10,113 in July 2021. Monthly call totals have then remained above 9,000

3.2 Changes in 999 Demand

3.2.1 There has been a significant increase in 999 demand in the 12 months between April 2021 to March 2022 compared to the previous two years. The CCR dealt with 8,141 more 999 calls in April 2021 to March 2022 compared with April 2019 to March 2020 and 18,126 more calls compared to April 2020 to March 2021. April 2020 to March 2021 saw the number of 999 calls fall for a period, which is likely linked to COVID restrictions.

3.2.2



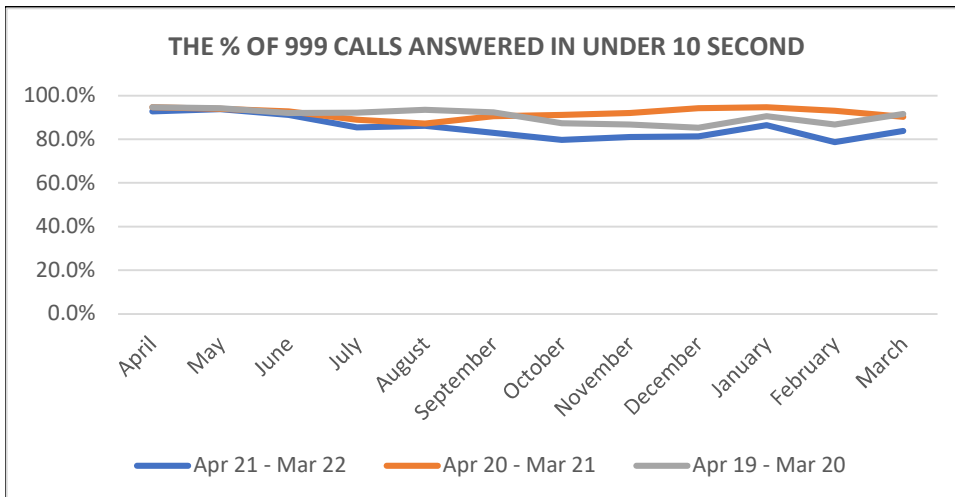
Total 999 Demand	
Apr 21 - Mar 22	112,401
Apr 20 - Mar 21	94,275
Apr 19 - Mar 20	104,260

3.2.3 The increase in 999 calls has seen daily demand levels regularly exceeding 400 calls, this is comparable with demand normally experienced on New Year’s Eve, previously the forces busiest day of the year. This has continued to be the norm.

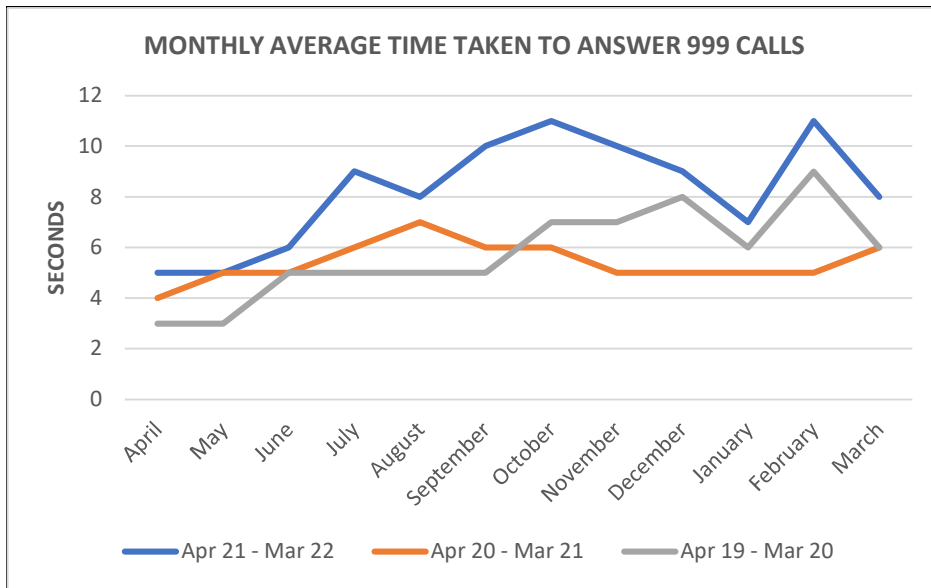
3.2.4 This increase is not unique to Suffolk or the police and nationally we have seen all forces reporting an increase in 999 calls alongside the Ambulance Service. In June 2021 BT also reported an increase in 999 calls, especially in the evenings and at the weekends. This in turn has led to heightened levels of delay in answering by BT and at some emergency control rooms. BT reported during the Summer that calls to 999 operators have been among the highest it had dealt with.

3.3 The percentage of 999 calls answered in under 10 seconds

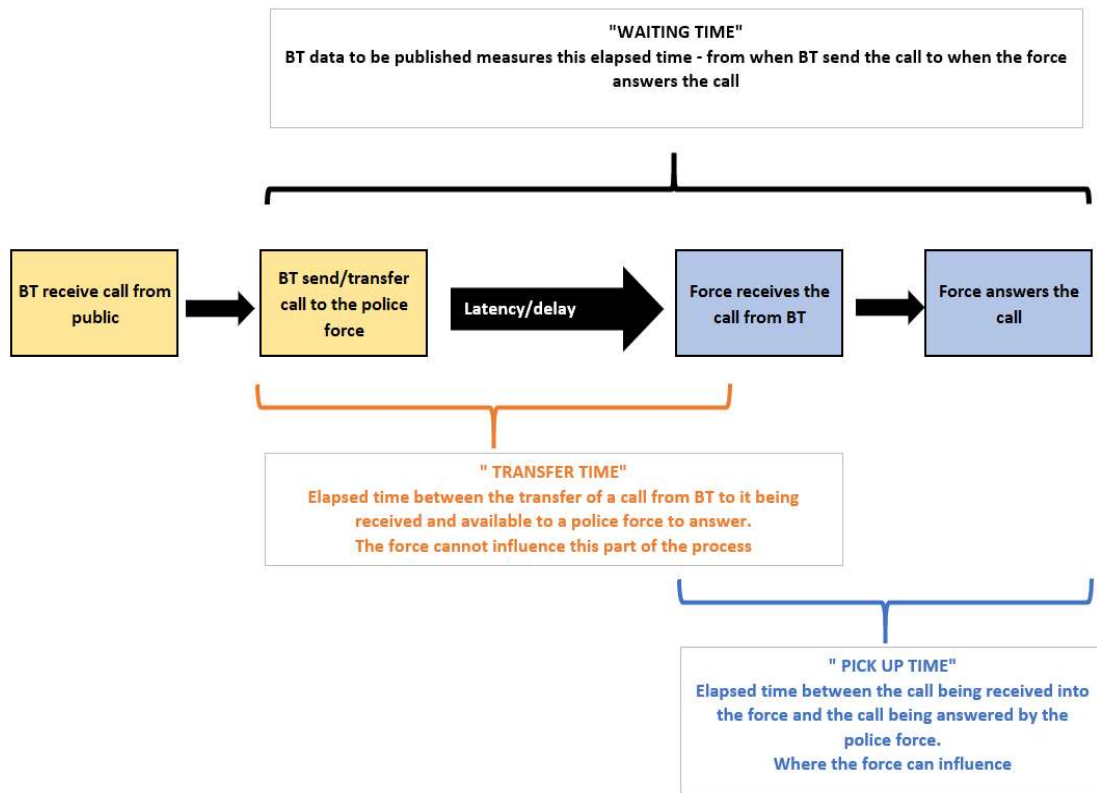
3.3.1



- 3.3.2 In the twelve months up to 31st March 2022 Suffolk CCR answered 85.2% of its 999 emergency calls within 10 seconds (this does not include Emergency Redirect calls – those calls that have been received via 101 and redirected by the CCA call handlers to the CCR as an emergency call). This equates to 95,727 calls out of a total 112,401 calls answered within 10 seconds.
- 3.3.3 In the last 12 months there has been a decrease in the monthly percentage of 999 calls answered in 10 seconds. This has been the result of a combination of factors including the increase in volume of 999 calls, COVID, volume of calls received in a short period (often linked to a single incident) and staff vacancies. The Average Time to Answer for 999 calls in the twelve months to March 2022 was 8 seconds.



- 3.3.4 In May 2022 the BT data was published on Digital Public Contact dashboard. This shows a complete picture of the public’s experience when making a 999 call. However, to place the figures in context, it is important to emphasise there is a delay in the transfer of calls to police forces and the receipt of those calls. This is driven by local BT and force technology infrastructure. Suffolk Constabulary’s own data shows the time between the force seeing the call presented from BT to it being answered.
- 3.3.5 The below diagram illustrates the call process from BT receiving a 999 call, transferring a 999 call to a police force and the call being answered:



- 3.3.6 There is an expectation that the time between BT transferring a 999 call to a police force and the call being answered – the waiting time – is as short as possible and ideally under 10 seconds.
- 3.3.7 It has been acknowledged that there is often a lag in the system when transferring a 999 call from BT to a police force, which increases the overall time taken to answer a call. The length of the lag is unpredictable and can vary in different parts of the country, and at different times across the day. This has resulted in different effects across police forces.
- 3.3.8 The data provided by BT shows that Suffolk received 51,481 999 calls in the six months between 01/11/2021 – 30/04/2022. The average answer time for this period was 19.02 seconds for a 999 call to be answered from the point that it was made, answered by BT then answered by Suffolk CCR.
- 3.3.9 It has been noted that there are significant differences between Force data and data provided by BT within the Digital Public Contact dashboard. The number of 999 calls provided by BT are consistently lower than the number of calls recorded from Force data- a difference of roughly 650 to 850 each month. One hypothesis is that this data will not include 101 calls that are redirected from the CCA into the CCR as emergency calls. This issue is reflected nationally.
- 3.4 The percentage of 999 calls represented or abandoned
- 3.4.1 In the twelve months up to 31st March 2022 Suffolk CCR answered 96.1% of its 999 emergency calls, with 3.9% represented or abandoned.
- 3.4.2 When a 999-call put through to the CCR by BT is not answered in a specified period the call is represented. There will be some abandoned 999 calls. There are very few and those abandoned at 00:00:00 seconds with the hypothesis being that this is due to human error with BT i.e., transferring the call to the wrong force or the wrong service. The remaining

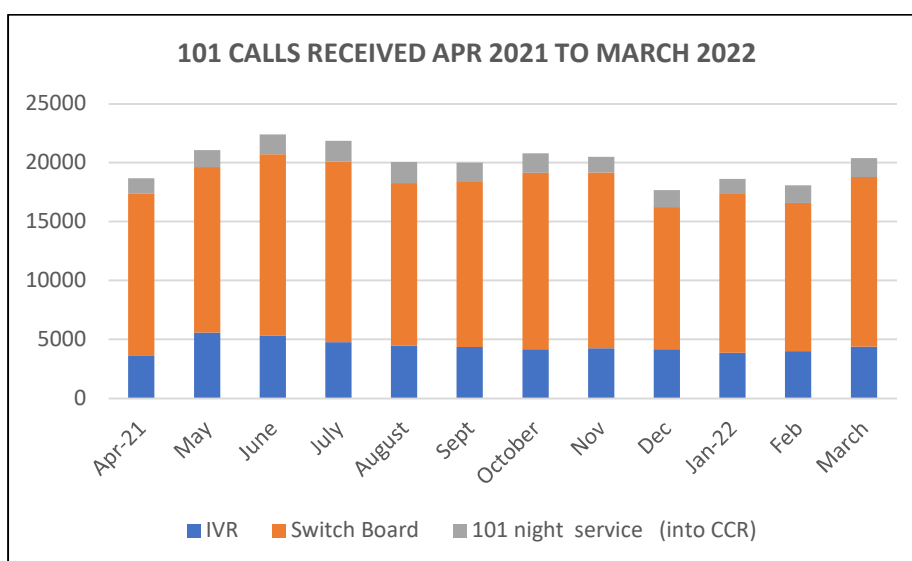
'abandoned' 999 calls are those which are then represented into the Secondary and Tertiary queues.

3.4.3 Where a 999 call is abandoned, they are still dealt with as an emergency and enquiries are made by the CCR to identify the location of the caller, who the caller is, ascertain if there is any threat, harm, or risk to the caller. Based on the assessment the CCR will either call the caller back or deploy resources to deal. 999 abandoned calls can be time consuming to deal with and the CCR monitors repeat callers closely and will work with the Safer Neighbourhood Teams to deal with nuisance callers.

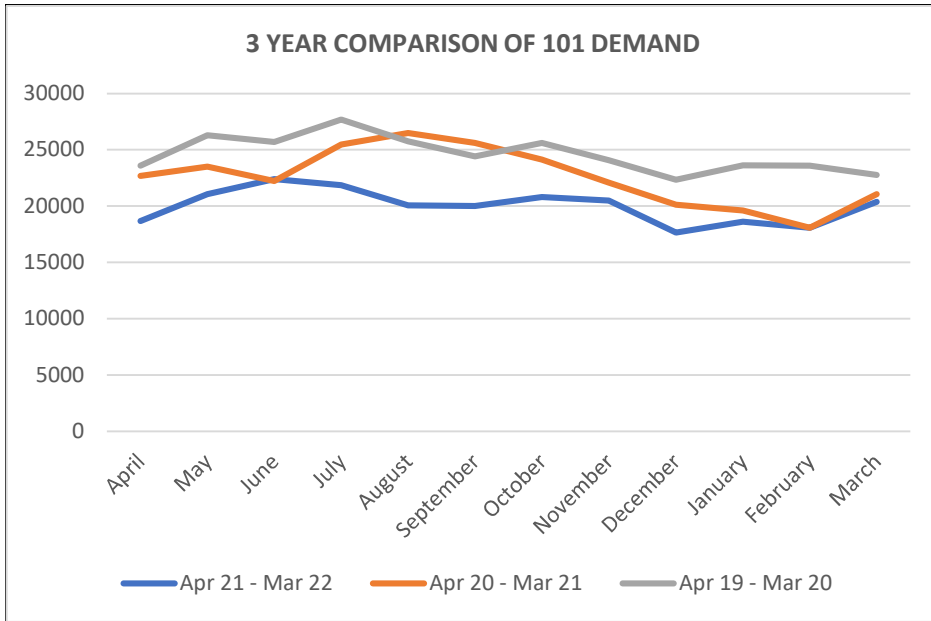
3.5 Changes in 101 Demand

3.5.1 In the twelve months up to 31st March 2022 Suffolk received 240,043 calls to 101. When dialling 101, callers are presented with a series of options. A number of these allow self-service (IVR). Out of the 101 calls received, 187,135 continued past this stage without selecting a self-service option and were answered by a switchboard operator or directly by a CCR call taker (who operate the night service for 101).

IVR (Interactive Voice Response)	52,908
CCA Switchboard	168,835
CCR Night Service	18,300
Total	240,043



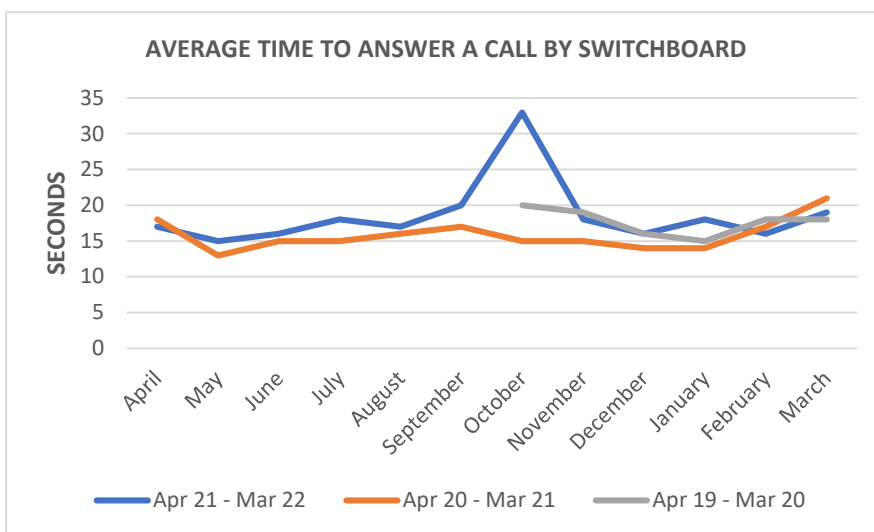
3.5.2 101 Demand has been decreasing since 2019 by between 25,000 to 30,000 calls each year. Some of this reduction can be attributed to 'channel shift' with other online options being made available in terms of improved advice, signposting and information available through the Constabulary's internet page; alongside the ability to report incidents and crime online. There have also been regular media campaigns both locally ('Click before you Call') and nationally ('making the right call').



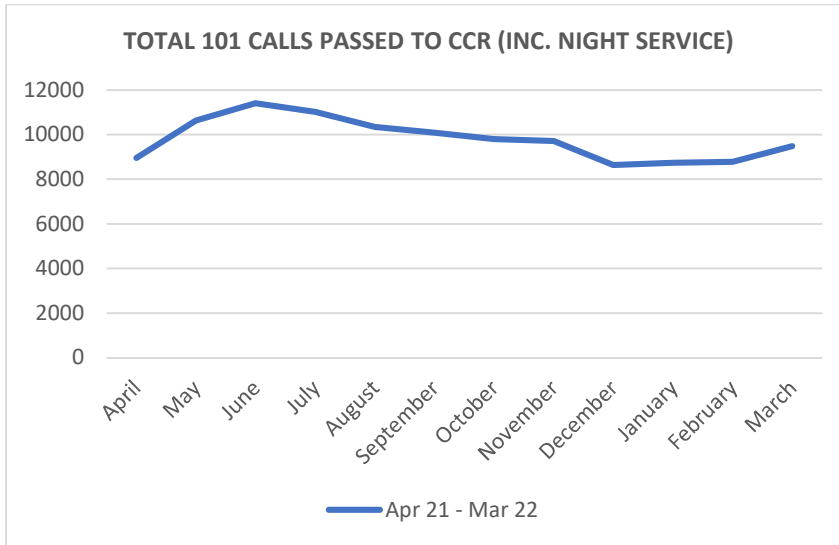
Total 101 Demand	
Apr 21 - Mar 22	240,043
Apr 20 - Mar 21	271,053
Apr 19 - Mar 20	295,372

3.6 CCA (Switchboard) 101 Call Answering Times

3.6.1 All 101 Calls are received into the CCA and answered by one of the CCA Call Takers. The call is assessed to establish whether it can be handled entirely within the CCA, or whether it needs to be redirected into the CCR. In the last 12 months the average time to answer a call by the switch board was 18.5 seconds. During that period the CCA received 168,835 calls and had a budgeted staff of 9.88 Full Time Equivalents (FTE).



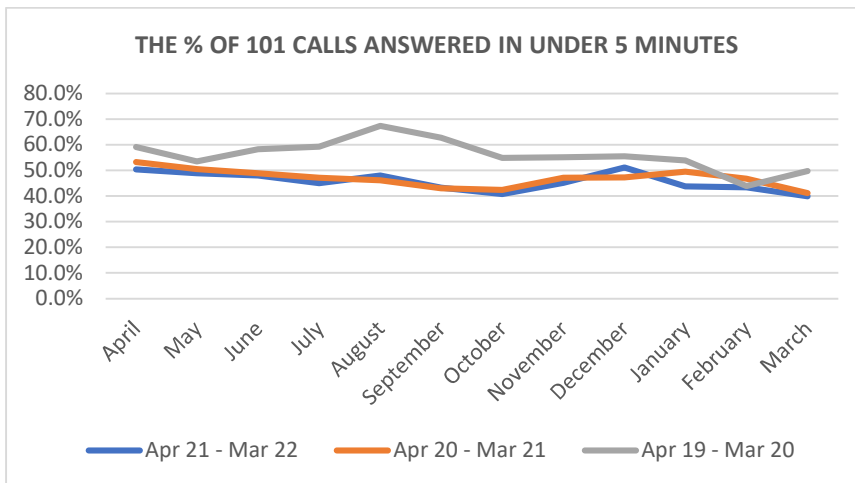
3.6.2 Between April 2021 and March 2022 the CCR received 117,578 101 calls from either the CCA (switchboard) or directly via the 101 Night Service to answer alongside all 999 calls.



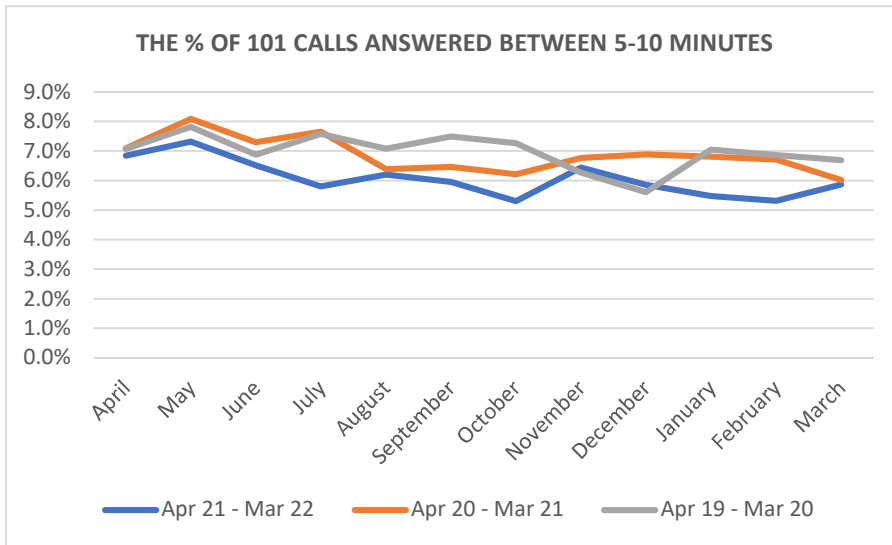
3.7 CCR 101 Call Answering Times

3.7.1 The CCA Call Taker will pass the call into the CCR by placing the caller in a specific 101 queue according to the type of call and priority. For example, calls relating to Domestic Abuse or Hate Crime will be given a higher priority by the CCR call handler. However, the length of waiting time will be determined by the volume of 999 calls being received as they are being dealt with by the same call handlers.

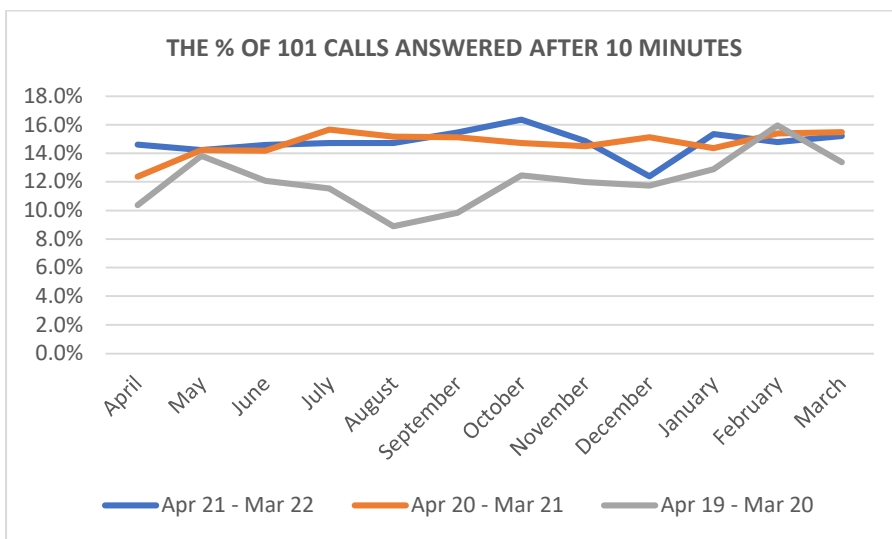
3.7.2 Between April 2021 and March 2022 on average 45.6% 101 calls were answered by the CCR in under 5 minutes.



3.7.3 Between April 2021 and March 2022 on average 6.1% 101 calls were answered by the CCR in between 5-10 minutes.



3.7.4 Between April 2021 and March 2022 on average 14.8% 101 calls were answered by the CCR after 10 minutes. This is an increase of 2.7% compared to the yearly average (12.1%) in 2019/2020.



3.8 The percentage of 101 calls abandoned

3.8.1 Significant call answering delays are occurring at various times in the CCR in relation to 101 calls transferred from the CCA and as a consequence a high percentage of 101 calls are abandoned. One of the main reasons for the abandonment rate is the volume of all calls being received by the CCR in comparison to the numbers of staff available to answer those calls.

3.8.2 There are two types of abandonment rates that are measured – short abandoned and long abandoned. For the purposes of this report, we focus on ‘long abandoned’ calls with the CCR 101 queues.

3.8.3 When a caller dials 101 they are greeted with a list of options before being put through to an operator. During this time, they are also advised to terminate the call and report the incident

online (with the exception of Domestic Abuse, Mental Health, Hate Crime, and the Public Safety queues). There is also an automated message advising the caller to dial 999 if the call is an emergency. This is known as a RAD - Recorded Announcement Device. This action can cause two types of abandonment of the call – short abandoned and long abandoned. Anything over 30 seconds is classed as long abandoned, i.e., it will appear in the statistics that the caller may have waited a considerable amount of time before terminating the call, when in fact they may have terminated after just only 60 seconds when they received the second RAD.

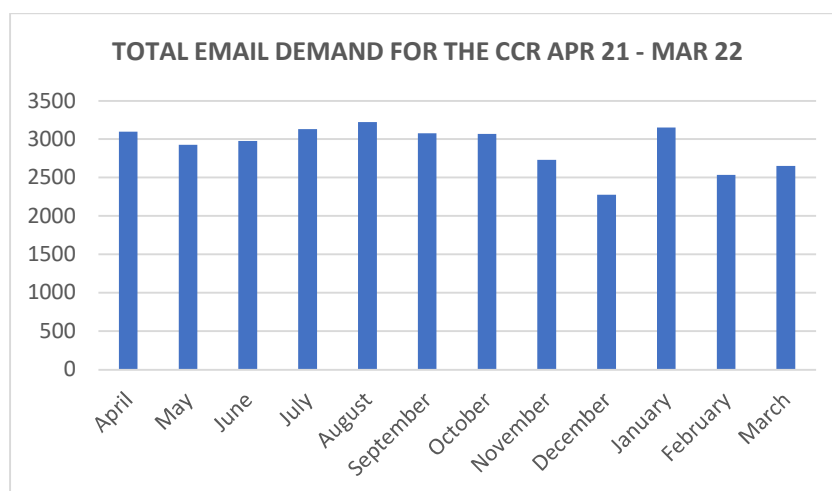
% CALLS ABANDONED OVER 30 SECONDS IN THE CCR 101 QUEUE	
Apr 21 - Mar 22	34%
Apr 20 - Mar 21	30%
Apr 19 - Mar 20	23%

3.8.4 Research shows that some callers who terminated the 101 call did in fact go online and report the incident, this is referred to as ‘channel shift’. In addition, audits of crimes and computer aided despatch reports (CADs) has identified that callers have called back and reported the crime or incident at a later time. However, it is noted that many do not, and work continues to reduce 101 call waiting times in the CCR and provide the public with alternative methods to contact the police.

3.8.5 Between April 2021 and March 2022 there were 21,739 online reports (relating to crime, ASB, Road Traffic Collisions and other incidents). 6,877 persons using this service stated they had tried 101 first. This would therefore reduce the abandonment rate to 28%.

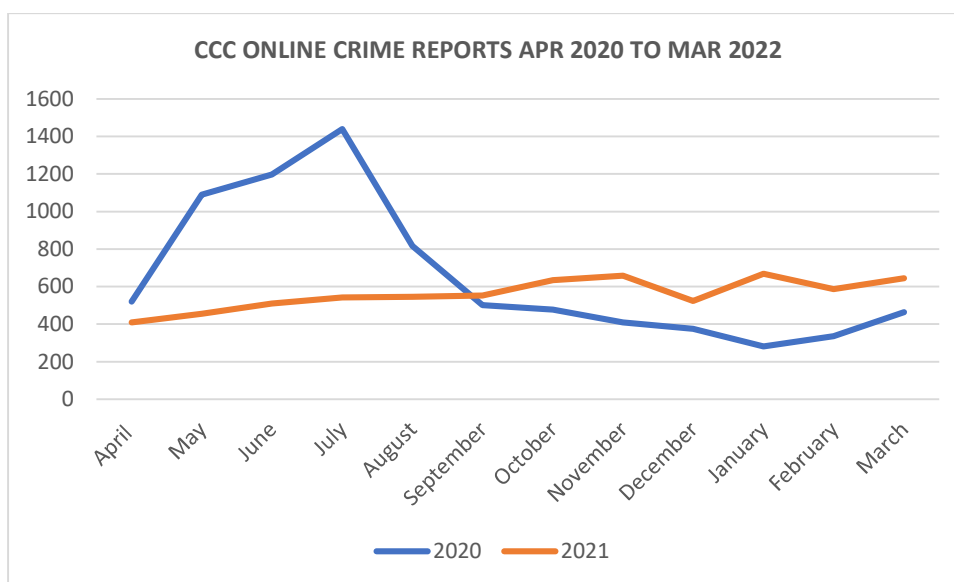
3.9 Growth in Email Demand

3.9.1 The CCR Call Takers are also responsible for managing the Emails that come into the Constabulary. These are dealt with in the same way as a call with the details being THRIVED and resources being deployed to deal with them as appropriate. Data is only available since September 2020 but shows on average the CCR deal with approximately 3,000 emails each month.



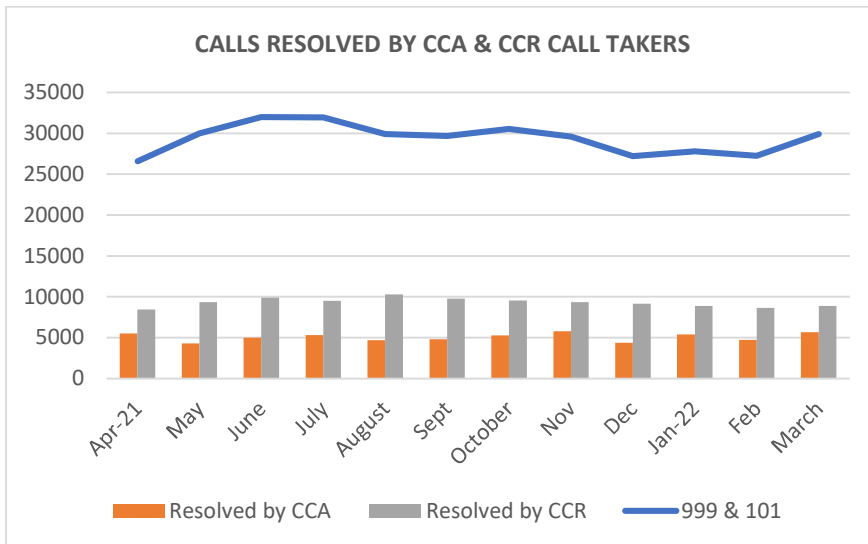
4. CRIME CENTRE CO-ORDINATION (CCC) REPORTING

- 4.1 The CCR work with officers and staff within the Crime Centre Co-ordination (CCC) team to manage both the Online reporting and booking appointments for desk top investigations. The key function of the CCC is to carry out desk top investigations without the need for officers to be deployed. The CCR will “THRIVE” the report, create a computer aided despatch report (CAD) and allocate an appointment in an electronic diary system in accordance with the caller’s availability. CCC will then speak with the victim, obtain details, and create a crime report. The crime is then subject to a quality assurance check by the Investigation Management Unit. The CCC will not take CADS whereby a named offender is identified upon first contact, a risk is identified that requires an immediate response or certain types of crimes such as Domestic Abuse.
- 4.2 The CCC will also manage crimes reported online making follow up contact with the victims. There has been a steady increase in crimes being reported online. The increase in 2020 is linked to COVID restrictions.



5. CALL RESOLUTION WITHIN THE CCA & CCR

- 5.1 Call Takers within the CCA and CCR will seek to resolve calls at the earliest opportunity. They must initially assess threat, harm, and risk as they obtain details in order to decide how the call needs to be dealt with. The staff require a breadth of knowledge and skills to deal with increasingly difficult situations. But there are many calls they are able to simply deal with by directing the caller to the appropriate agency to call or giving advice and guidance. The nature and complexity of the call will also impact on the time it takes for the call handler to deal with the call. Between April 2021 and March 2022, the CCA and CCR combined resolved 49.2% of calls without the need to deploy officers.



6. CALL GRADING & RESPONSE TIMES

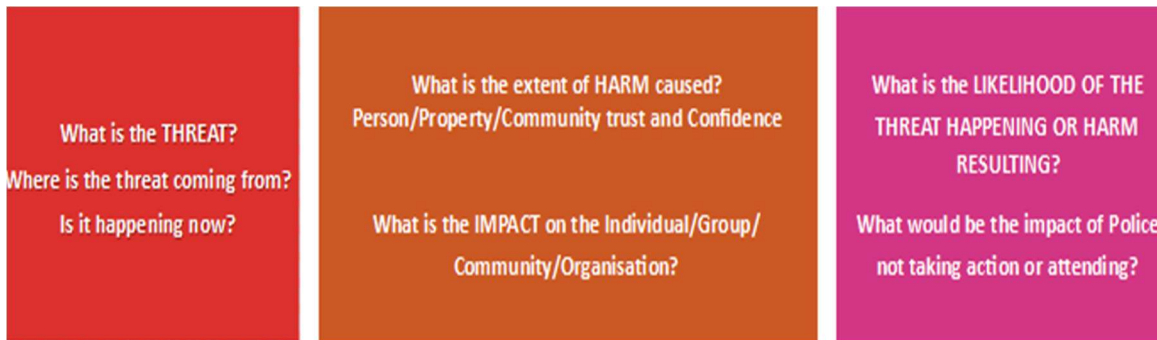
6.1 Call Grading

6.1.1 Suffolk Constabulary's current grading policy specifies the following options:

- Grade 'A' – Go Now: Immediate
- Grade 'B' – As Soon As Possible: Priority
- Grade 'C' – Scheduled
- Grade 'D' – Non-Attendance

6.1.2 Whilst Grade A CAD's have response targets of 15 minutes for urban areas and 20 minutes for rural, there is no designated target time for grade B CAD's other than "time window for attendance will reflect geographic area and demand". As such we do not regularly report on grade B attendance times.

6.1.3 All of our Grading decisions are based on the THRIVE principles with the rationale for the decision recorded on the CAD. THRIVE is a series of questions, information gathering and assessment that the call handler needs to consider when speaking to the caller before making a Grading decision. It focusses attention to the risk and welfare of the individual and public. The below diagram highlights considerations the call handler makes in respect of 'THRIVE':



6.1.4 The Constabulary is currently in the process of updating its systems to allow the CCR to adopt the National Contact Management Grades. This will introduce a 60-minute target time for Grade B CAD attendance:

- B1 will be an URGENT response with a target attendance time of up to 60 minutes.
- B2 will be an IMPORTANT response with a target attendance time of up to 24 hours.

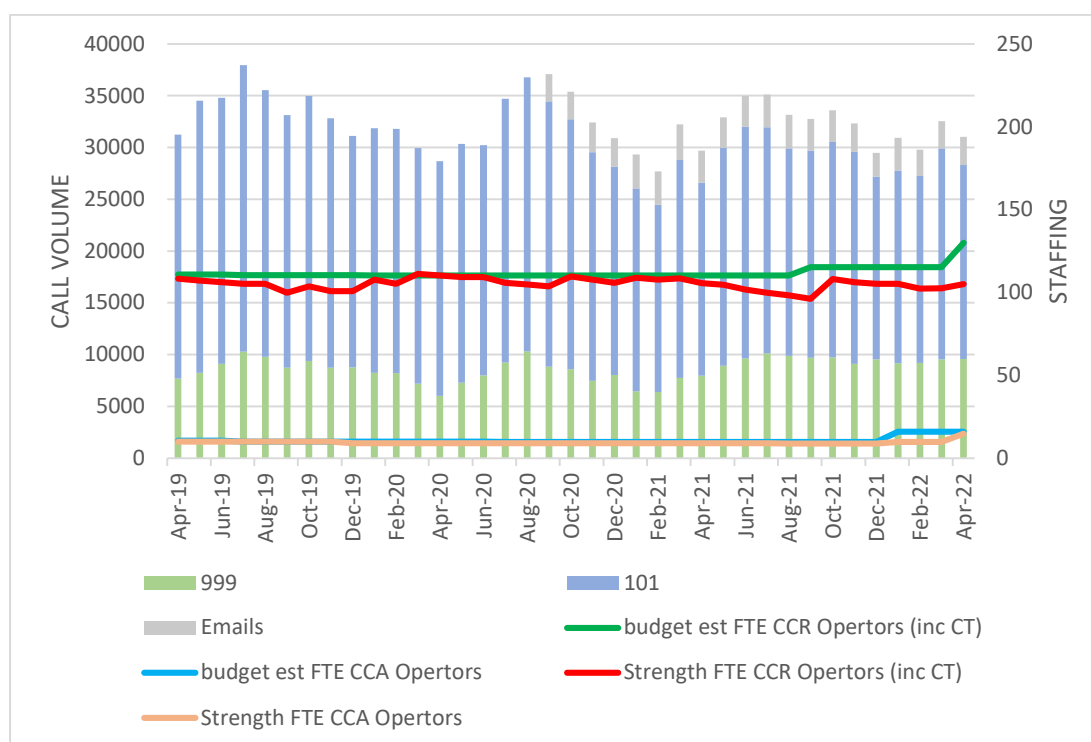
6.1.5 The new B1 and B2 are expected to be implemented in July 2022.

6.2 Response Times

6.2.1 In the twelve months up to 31st March 2022, the Force attended 90.0% of the 26,346 Grade A Incidents within the target attendance time of 15 minutes within an Urban area, and 20 minutes within a Rural area. This is within the national standard of 90%. When split down, the Force attended 92.2% of Grade A Urban CADs and 86.8% of Grade A Rural CADs within target.

7. CCR & CCA CALL TAKER RESOURCING

7.1 Resourcing within the CCA and CCR does not match current demand levels. In April 2021 the Budgeted Full Time Equivalent posts for the CCR Call Operators was 110.28 FTE and for CCA 9.88 FTE. Actual strength will vary and is impacted by leavers, retirements, and sickness.



7.1.1 In addition to the Caller Operators there is also 1 Police Inspector and 2 Control Room Supervisors per team. The Inspector role is critical within the CCR as they have additional specialist training in respect of Tactical Firearms Command and Pursuit management. There are 5 CCR teams which work a shift pattern to provide 24/7 cover. On each CCR team there are approximately 22 to 25 Call Operators per shift who are responsible for answering calls and dispatching.

7.1.2 Benchmarking comparison in January 2021 found Suffolk CCR had significantly fewer staff than other CCRs and were handling more calls per staff member:

Force	FTE	% of 999's answered in 10 secs	No of 999 calls (month)	No of 101 calls (month)	Ave 101 call wait time	No calls per staff	Direct crime entry
Suffolk	125	92%	9,047	17,669	6 mins 32 secs	213	No
Lancashire	405	84%	22,088	53,790	2 mins	187	Yes
Camb	160	93%	10,416	22,500	3 mins 13 secs	206	Yes
Herts (inc IMU)	363	88%	7,705	15,958	1 min 17 secs	65	Yes
Leicestershire	246	96%	8,796	21,706	1 min 10 sec	124	Yes
Norfolk	187	92%	9,166	18,426	4 mins 31 secs	148	No
Kent (inc IMU)	453	77%	25,117	31,084	54 secs	124	Yes
Essex	424	83%	27,849	39,456	3 mins 9 secs	159	Yes
Durham	168	91.80%	7,184	22,505	50 secs	176	No

Note: It is important to note that the figures in the above Table are for broad indicative purposes only. Staffing in other forces is different, some have their IMU or CCC equivalent within the room, although generally have the ability to answer calls, and how they measure call times is also different, some have streamed queues and others do not. Also, the average number of calls are taken over different time frames, and some are based on switchboard answering and some on total calls answered. The figures

below represent the best attempt to compare like for like but need to be treated as an approximation only.

- 7.2 In April 2021 additional funding was identified for the CCR and CCA to support growth to manage call demand. This initial funding providing for an increase in 5 FTE in respect of CCR Caller Operators, 6.12 FTE CCA Call Takers and 1 FTE CCA Supervisor. This allowed for recruitment and training to take place. The first new staff were deployed into the CCR in December 2021 and April 2022.
- 7.2.1 Initial training for a CCR Operator takes approximately 12 weeks followed by a period of tutoring with the CCR. There will then follow a period of further training, once competent as a caller handler to complete the 'Dispatcher' training element of the role. There is a 12-month probation period for all new members of staff to allow them to learn and reach the required standards for the role.
- 7.2.2 In April 2022, as a result of the precept decision, an additional £1.4 million was made available to support improvements within the CCR. Developments are being overseen by the CCR Improvement and Transformation Board. The first initial investment was a further increase of 14.72 FTE CCR Caller Operators in April 2022. Further uplifts in staff will be made over the next 12 months.
- 7.2.3 Recruitment remains an area of focus as part of the uplift in staff. Applications for vacancies within the CCR has not seen the numbers previously experienced prior to COVID. In addition, during the initial training and tutoring periods we are seeing a number of applicants resigning finding the requirements of the role difficult. Many applicants also struggle with shift work. Work is currently taking place to improve recruitment process and attract more applicants.

8. CCR IMPROVEMENT AND TRANSFORMATION PROGRAMME

- 8.1 In 2021 the Suffolk CCR Improvement and Transformation Programme Board was set up to deliver the following outcomes and benefits:
- Improved workflow, processes and standards or service of the CCR to ensure that every contact, crime, or incident is managed as effectively and efficiently as possible, with the best outcome achieved and providing the best possible service to our communities and stakeholders.
 - Increased public confidence and satisfaction by making it easier and quicker for the public to contact Suffolk police, with improved 101 call answering and digital opportunities for multi-channel contact.
 - Maximised resources by having the right people with the right skills at the right time to match current and future demand.
 - Improved morale, with officers and staff feeling valued and supported in an effective, efficient, and agile environment whilst meeting the demands of CCR.
- 8.2 Improvements, alongside the current growth in Call operator and CCA posts, that have been delivered as part of the programme include:
- An increase of an additional 1 FTE Band E Trainer – post holder in post July 2021
 - Improvements to the CCA function:
 - Introduced a new shift pattern with revised operating hours - implemented April 2022
 - New accommodation for CCA
 - Improved training for CCA staff to increase skills to resolve calls earlier

- Procurement of technology to improve the time it takes to create a missing person’s report
- CCR working group established to review shift pattern and Business Case submitted for change
- Improved working with CCC to support 101 Crime Queue
- THRIVE rationale recording on CADs implemented September 2021 – supported by training, Audit, and peer scrutiny
- Establishment of a CCR Call Scrutiny Group to improve quality of calls
- CCR Handbook published to support training
- CCR Domestic Abuse Working Group established & introduced new procedures
- New Process to support improved CAD Closure
- New Anti-Social Behaviour process introduced to improve response to callers
- CCR Mental Health Working Group established to review training and procedures
- Training delivered for THRIVE, Vulnerability, Domestic Abuse, Crime Scene Investigation and Hate Crime
- Well-being Plan created and Well-being Room opened for staff – The Mallard Suite
- Wellbeing Champions in place across all teams
- Probation period extended from 6 months to 12 months

9. CCR DIGITAL SUPPORT & TRAINING TEAM

9.1 Between April 2021 and March 2022 the CCR Digital Support team has been working to find efficiencies both internally, and externally, to help the CCR answer calls more effectively, and dispatch officers timelier to the right jobs. This has included delivering the change to the current Grading Policy, working with internal ICT partners to review and make changes to our telephony system so enable the CCR to prioritise those calls that need urgent assistance. The team have also developed the use of Live Chat.

Change	System	Benefit
Missing persons	Compact	Will make the process of managing missing person calls much more efficient leading to a better experience for the caller and more capacity in the CCR to take calls
Risk assessment/grading	Storm, command & control	This will allow the CCR to better manage incident demand and respond to the correct incidents in the timeliest manner freeing up both CCR and Police officer resources
Anti-Social Behaviour	Storm, command & control	Change to bring the CCR risk assessment of ASB in line with other systems. This change has allowed the CCR to better identify victims of ASB and then deploy Police officers to those incidents that need our attendance the most.
Domestic Abuse	Storm, command & control	Changes have been made to the way the CCR manage Domestic Abuse calls to ensure call takers are asking the right questions, identifying victims and offences correctly and responding to those who need us the most
101 Call management	Mitel, IP Telephony	Working to make changes to the Mitel telephony system, to improve management of 101 calls in internally and therefore improve call answering times.

9.2 The training team, part of the CCR Digital Support network, have also run a number of recruitment assessment events and successfully recruited over 30 new CCR staff in the last 12 months.

9.3 The CCR Trainers are currently redesigning both the induction training and the recruitment processes.

10. LIVE CHAT

10.1 In March 2021 the CCR launched a Live Chat trial for Suffolk Police. Live Chat is a form of customer messaging software that allows customers to speak directly with an organisation’s representatives — in this case it allows the public to message the police. It works as a pop-up chat window within the Constabulary’s website. The service was made available between the hours of 0800 – 1700hrs Monday to Friday for questions, reports of non-urgent crime, ASB and more.

10.2 The trial ran from March to November and handled nearly 5,250 unique users, over 6,000 total conversations with an average of only 20 seconds to be answered by CCR staff.

10.3 Each user was offered a questionnaire and from the responses (over 42% of users) over 91% of users rated the service as Good or Very Good and nearly 94% of users stated they would recommend the service to a friend or use it again.

10.4 Live Chat also promoted ‘channel shift’ with the movement of users from calling 101 to using the service. Over 55% of users stated they would have tried 101 ‘if it wasn’t for Live Chat’.

10.5 The service also had victims of serious domestic abuse and historic sexual offences come forward to disclose abuse, something the victims said they wouldn’t have done if it wasn’t for Live Chat.

10.6 Following the success of the trial work is now on going to develop a business case to support the integration of Live Chat into the CCR. The aim is to relaunch the service again later this year.

11. FINANCIAL IMPLICATIONS

11.1 Phase 1 Investment Overview

Post	Band	FTE	Year pay cost	Allowances	21/22 costs
Control Room Operators	D	5	£226,750	20% + 535.60 weekend	£132,271
CCR Trainer	E	1	£37,400	None	£28,050
Storm/compact interface			£5,000	n/a	£30,000
TOTAL FOR 21/22		6	£269,150		£190,321

Post	Band	FTE	Year pay cost	Allowances	21/22 costs
Contact Centre Supervisor (CCA)	E	1	£37,400	None	£12,470
Weekday Operator Central Call An	C	6	£170,900	None	£42,730
Operator Central Call Answering	C	0.12	£4,320		£1,080
TOTAL FOR 21/22		7.12	£212,620		£56,280

Precept Funds approved for 2021/22	TOTAL Investment for 2021/22	Year on year costs	Benefits
£250,000	£246,601	£481,770	Increased resources Increased supervision Investment in technology

11.2 Phase 2 Proposed Investment 2022/23 Overview

Investment 2022/23	2022/23 Funds	Full year cost	Budget built from
Growth of 4.00 FTE CCR Sgts	£1.4m	253,690	01/04/2022
14.72 FTE CCR Operators (Band D)		614,320	01/04/2022
1.09 FTE Support Officer (Band D)		36,220	01/04/2022
1 FTE Support Supervisor (Band E)		39,160	01/04/2022
Job evaluation of CCR Systems Manager role (from F to G)		8,000	01/04/2022
10 FTE CCR Operators (Band D)		446,200	01/07/2022
TOTAL		£1,397,590	

Note: Costs are based on figures before the staff pay increase and therefore subject to slight amendments