west midlands
police and crime
commissioner

STRATEGIC POLICING AND CRIME BOARD

26th September 2023

Report: Increased Confidence in WMP:
Access to police services, including an update on 101.

Police and Crime Plan Priority: Increased Confidence in WMP

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Purpose of paper

1. To provide the Commissioner with a report on progress towards the objectives in the West Midlands Police and Crime Plan 2021-2025 relating to Increased Confidence in West Midlands Police.

2. The Police and Crime plan sets out that the ability of the public to access police services, is an essential part of people's trust and confidence in policing and their satisfaction with the service they receive. Most importantly, people want a quality service when they contact the police. That includes, both in relation to the time it takes for people to access police services and the quality of the service people receive, once they have accessed the police service.

3. The report will provide an overview relating to the service provided by Force Contact and in part, Corporate Communications.

4. Force Contact comprises of the following functions; Call Handling, Dispatch, Crime Services Team, Log Quality team, Service Improvement Team, Public Contact Office and Resourcing and Allocation.

5. Members of the public are able report incidents to the Police using the 999, 101 and via live chat functionality. The majority of calls for service are resolved by Force Contact and for the those that require onward investigation, West Midlands Police (WMP) are working to improve how the force responds to incidents.

WMP Performance for 999, 101 and Live Chat – year 2022/2023

6. WMP aims to answer 90% of 999 calls within 10 seconds. This is a national standard that is applied to all police forces. In May 2022, WMP answered 47% of calls within this time with an average time to answer of 42 seconds. Service compared with other forces nationally was significantly poorer. In the same month 5,578 999 calls were abandoned representing 8.4% of all 999 calls.

7. In Autumn 2022, the Force Contact Optimisation Project (FCOP) was initiated to improve how West Midlands Police (WMP) improved the response to calls for service.

8. Since April 2023, WMP have met the required national standard for answering 999 calls. Despite a discrepancy between British Telecoms and Police force data that is replicated nationally there has been a clear improvement in service as result of changes introduced. Average time to answer ranges between 4 and 8 seconds per month. Abandoned calls now represent 0.1% of all 999 calls. In July 2023, WMP were the second highest performing force in the UK in relation to time to answer 999 calls.

9. WMP aims to answer 80% of 101 calls within 3 minutes. The programme of improvement has prioritised 999 service focus due to the increased threat to communities within this call type. The improvement to 101 service has been approximately 3 months behind 999 service improvement for this reason. In July 2022, service ebbed at 20.1% of 101 calls being answered within 3 minutes with an average time to answer of 29 minutes and 32 seconds. On some occasion's callers had to wait over an hour to speak to an operator.

10. Since March 2023, the average time to answer has reduced from 10 minutes to 1 minute 40 seconds in July 2023. There are currently no national standards for 101 call handling performance. However, police forces are likely to have an agreed national performance framework for 2024/25. 999 national targets are now being met with low numbers of abandoned 999 calls and average response under 10 seconds.

11. Abandoned calls have reduced from 67% in July 22 to just 8% in July 23 which represents 30,000 extra 101 calls being answered each month.

12. Members of the public are able to report incidents and crime online via Live Chat, the WMP website (Online Incident Reporting) and via www.police.uk for some incident/crime types including sexual offences, domestic abuse, hate crime and missing persons. The average time to review online incident reports remains under 8 hours against a service level agreement of 12 hours.

13. WMP receives approximately 400 reports per month via police.uk, this is a reporting method that is likely to increase over future months.

14. WMP receives over 50,000 Live Chat requests per month. In July 2023 the average time to answer was 10 minutes 55 seconds set against a service level agreement of 15 minutes. Average chat time was 17 minutes 50 seconds. Service has remained consistent over the past 12 months.

15. Live chat has been introduced to support 101 calls and manage multiple calls at one time. It has also opened other channels of communication and therefore increased demand from digitally engaged communities who are more inclined to report via this method. Members of the public are signposted to Live chat via automated messages and external websites.

16. As stated previously, 80.76% of calls for service were resolved by Force Contact in July 2023. This has increased each month since January 2023. Prior to January 2023 on average 75% of calls for service were resolved by Force Contact.

Calls for service (101) 'repeat callers'

17. There are a significant number of repeat calls from hospitals, mental health units and members of public. Force Contact co-ordinate a monthly group meeting with local policing areas to share information of repeat callers and to ensure there is a relevant intervention in place to provide support.

18. The introduction of the Vulnerability hub will review repeat calls dynamically assessing the need for immediate support and relevancy agency intervention.

WMP Service improvement – Responding to incidents

19. During 12 months between August 2022 and July 2023, there were 182,274 P1's, an increase of 1% compared to the previous 12 months. In comparison, there were 92,790 P2's with a 0.3% decrease.

    92% of all P1 incidents were attended and 78% of all P2 incidents were attended. 55% of P1 incidents where attended within the SLA of 15 minutes and 38% of P2 incidents where attended within the SLA of 1 hour.

Month to date performance – 01st August – 18th August 2023

20. For the incidents requiring a response, service improvement continues to be a focus. Force Contact have worked with local policing areas over the last few months to significantly improve this area of business. WMP's current response to P1 incidents is 12 minutes 23 seconds (1st August - 18th August 2023), against a national SLA of 15 minutes. P2 response times have also significantly improved over the last few months. The average response is now 1 hour 2 minutes (1st August - 18th August 2023) against an SLA of one hour.

21. These significant improvements have been achieved by taking a lean systems approach to ensure an efficient process at each stage of the 'incident journey' from receiving the initial call, creating the incident, dispatching resources, deploying resources, travelling to an incident and arriving to an incident.

22. A joint Force Contact/local policing area (LPA) plan has been developed to encompass these aspects and ensure a consistent approach across the seven LPA response teams. The plan has been tested in Birmingham in the first instance and will be rolled out across the force.

WMP Performance data – national comparisons

23. Against the national standard that 999 calls are answered under 10 seconds, WMP ranked 3rd nationally in June 2023 and 2nd in July 2023.

Rank	Change		Police Force	999 Calls Answered in Under 10s	Total Calls
1	▲	4	Lincolnshire Police	88.8%	10699
2	▲	1	West Midlands police	88.4%	69225
3	▲	1	Norfolk Constabulary	87.0%	12629
4	▲	2	Greater Manchester Police	86.7%	52009
5	▼	-3	Nottinghamshire Police	85.2%	19270
6	▲	2	Staffordshire Police	85.0%	20355
7	▲	2	Gwent Police	84.3%	8720
8	▲	12	West Yorkshire Police	84.3%	45105
9	▼	-8	Cumbria Constabulary	83.1%	6667
10	▲	15	Essex Police	82.8%	30131
11	▲	28	Metropolitan Police Service	82.3%	215739
12	▲	4	Cleveland Police	82.2%	10673
13	▲	8	Hertfordshire Constabulary	82.1%	16742
14	▲	8	Suffolk Constabulary	81.2%	11503
15	▼	-5	Devon & Cornwall Police	81.1%	28631
16	▲	12	Leicestershire Police	80.6%	18403
17	▬	0	Thames Valley Police	80.3%	35633
18	▼	-3	South Yorkshire Police	80.2%	25419

Table 1 illustrates the national comparison data for answering 999 calls under 10 seconds in July 2023

Managing performance during times of peak demand.

24. The department experienced higher demand between 4pm and 9pm on most days. Force Contact introduced a 'Bank' scheme in early 2023 to support calls for service during these and other periods of peak demand. The scheme employs officers and staff at these peak times on overtime to ensure there are sufficient resourcing in place. Further recruitment is taking place in Contact Handling to address the resourcing gap longer term. The impact of the scheme and additional recruitment has provided noticeable service improvement at peak times

25. The service improvements in Contact Handling has initially led to an increase in the volume of incident logs created. This is due in part to responding to calls for service sooner and also due to the inexperience of the workforce. Over the next quarter this is expected to stabilise. The benefit of better managing calls for service is that evidential opportunities will be maximised and citizen satisfaction is likely to be higher. This has an overall impact on trust and confidence in WMP.

Challenges in balancing the volume of demand with the quality of service

26. The challenge of attending incidents within 15 minute and 1-hour parameters still remains. There has been positive progress to improving service in these areas which is likely to continue over the next quarter.

27. Ensuring WMP is able to balance volume and quality is key. Quality assurance is provided through a number of processes. The Service Improvement Team maintains a departmental Improvement Plan which captures all of the relevant learning and recommendations and progress against areas for improvement are tracked. A monthly Service Improvement Meeting provides tactical oversight of all areas of service. This includes the thematic dip sampling of command and control logs for THRIVE+

compliance and the identification of vulnerability. THRIVE provides a framework to support our decision making, informing our holistic understanding of the situation.

28. Thematic training days are planned for all teams throughout the calendar year and are often supported by external speakers. The topics include lessons learned from coronial inquests, risk assessment and other organisation learning areas.

29. The Log Quality Team review command and control logs on a weekly basis for compliance with HOCR and to ensure accurate recording of crime. Supervisors within Contact Handling listen to 'live' calls and qualitative feedback is provided to individuals using the performance management framework.

30. The FCOP and NGFC programmes of work will ensure WMP improves timeliness and quality of response to calls for service. The introduction of a Vulnerability Hub in October 2023 will bring together the skill sets of call handling, missing persons investigators and mental health tactical advisors to provide a better service to vulnerable callers and ensure that the most appropriate agency responds in line with right care, right person principles.

31. Through Corporate Communications WMP continue to highlight inappropriate use of the 999 system and promote the use of online reporting and self-service via the WMP website. A Repeat Callers policy has been created which provides a framework for dealing with unnecessary repeat calls ranging from partnership intervention through to enforcement and prosecution.

999 calls national disruption on 24th and 25th of June

32. There was national disruption to the 999-service hosted by BT on 25 June 2023. BT operates a triple redundant network system, however, a technical issue meant that transfer to the primary back up system was unsuccessful when there was a failure in the primary system. The impact to WMP was minimal and a national recovery plan was initiated. This involved calls not connected to WMP by BT were retrospectively reviewed and callers contacted. There was no known risk identified by WMP in respect of local 999 calls for service.

The impact of the Force's Change Programme on the quality of the service received by the public

33. The Next Generation Force Contact (NGFC) programme of work builds upon the work of Force Contact Optimisation Project (FCOP) with the intention of improving service to the public. In Autumn 2023, Force Contact will reduce from 5 control rooms to 1, introduce a demand led shift pattern for Contact Handling and a standard uniform for all staff.

34. NGFC is due for implementation from October 2023. The benefits will ensure that WMP are able to provide a more effective response to major and critical incidents. The programme will also ensure that WMP provide a better response to calls for service from the public including answering 999, 101 and online reports. The programme will improve how WMP respond to incidents.

35. The programme will also deliver a new operating model for the department. Significantly, the model involves the creation of 66 additional call handlers. The program will ensure that staff are better trained and mentored through the creation of the Force Contact Academy which will improve quality and consistency of call handling through the use of effective quality control measures.

36. Staff attendance levels in Force Contact are consistently the lowest across WMP with on average 90% attendance across the department. Some of this is explained by the profile of the workforce which has higher average age than other areas. As a result, Force Contact are investing in a dedicated HR Advisor through NGFC to support supervisors in better managing absence rates.

37. Through NGFC establishment levels are being adjusted to better reflect demand for service. As stated previously, Contact Handling will increase from 243 to 309. By December 2023 both Contact Handling and Dispatch will be at full strength. WMP have approved recruiting over strength by 10% for both functions to take into account training and mentoring periods for staff and to maximise deployable numbers.

38. Staff turnover remains consistent and is tracked by workforce planning. Recruitment is planned and sequenced as appropriate. Through NGFC a number of Force Contact staff based at West Bromwich, Willenhall and Wednesfield have been redeployed to other roles within the department.

39. West Midlands Police will maintain a Public Contact Office in each of the boroughs of the region. The Public Contact Office at police headquarters is open 24 hours a day. There are no plans to reduce the estates footprint for Public Contact Offices.

40. The changes being delivered through NGFC are funded from within existing budgets with a shift from non-operational to operational areas of business. The changes are not driven by making cost savings. There has been a reduction in senior manager, manager and supervisor posts and a growth in operational posts.

41. The increase in resource has only been partially delivered but the impact has resulted in significant improvements in call handling supplemented by the Bank Scheme. Overtime budgets and reliance on Bank are likely to reduce through the investment in Contact Handling.

Equality Implications

42. All of the change programmes related to Force Contact have undergone an Equality Assessment and WMP is meeting the Public Sector Equality Duty.

43. Force Contact senior managers are supported by a healthy internal staff network that helps inform service from an equality perspective. The department also receives regular feedback from LPAs in relation to any access to service issues.

44. Contact Handlers are trained to recognise any equality issues with service users. WMP utilise a number of technologies to improve reporting for citizens with disabilities or where there are language barriers. WMP has access to translation services 24 hours a day. Digital channel reporting can assist visually impaired or deaf citizens.

45. Public Contact Offices provide access for members of the public to report incidents or crime in person with at least one Public Contact Office available in each borough.

Additional improvements including other key forthcoming opportunities to improve the performance of contact and response.

46. FCOP has focused on a number of key workstreams designed to improve the performance of Force Contact.

- Strategic and tactical resourcing has seen the introduction of the Bank scheme, accelerated recruitment and the secondment of Police Officers into contact handling and the training of student police officers with the skills for call handling. This is to ensure there is the force wide capability to input resources into the department at times of high demand.

- Technology and telephony enhancements have been introduced including changes to voicemail processes, passing crime prevention advice via SMS and email, refreshing the telephony interface and transferring calls to internal telephone numbers more efficiently.

- Performance management improvements include the introduction of performance dashboards and wallboards across Contact Handling and Dispatch teams to better manager real time calls for service and response.

- WMP is also seeking to invest in workforce management software to better match demand with resourcing. The user experience has been focused on the introduction of a Repeat Callers policy to ensure a more joined up response to managing repeat service users and working with partners to provide any additional support that is required.

- WMP has also introduced the ability to report crime and incidents via www.police.uk as part of a national programme of work. A refresh of the interactive voice response software has provided easier access routes and options for callers to the 101 service.

- There is also work ongoing to improve the Victim's Code compliance for WMP. This includes introducing an automated text from call handlers which takes the member of the public through to the victim's code home page via a hyper-link. Work around dip sampling content of calls for compliance and tone is on-going to assess the quality of calls.

- WMP are committed to delivering a service to the public. WMP Strategy, Delivery and Assurance team are reviewing how the force can measure our standards in relation to legitimacy and confidence.

Trends in future demand

47. Demand for online reporting from the public will likely continue to rise but WMP envisage that 999 and 101 will remain the main channels for contacting police. The move towards Single Online Home will provide a greater opportunity for members of public to report crime and incidents online.

48. Single Online Home (SOH) is a national digital contact programme led by the National Police Chiefs Council (NPCC), which provides a consistent online contact platform for citizens in England and Wales. It allows the reporting of crime and other police station front desk services to be completed online in a safe and secure manner.

49. The development of a Digital Desk within Force Contact with support from Corporate Communications will be key in managing the channel shift as will greater flexibility with staff contracts and being able to swiftly switch operator profiles during the course of business.

Business reporting

50. Work in this area is not a current focus of the improvement programme across Force Contact. Many businesses report crime online or via 101. The service levels for these channels are as expected and offer a good service to business.

WMNow

51. WMNOW is a secure, two-way instant messaging system to enable and develop community engagement with members of the public who have registered on the system. As of July 2023, there were 122,300 people registered on this system. Users receive messages via email and/or text and can respond likewise. Corporate and local social media channels and the force website, WMNow offers people another way in which they can receive updates from WMP about what we are doing to tackle the priority issues in their community.

52. In 2022, Corporate Communications designed a new WMNow strategy which is helping to improve the service WMP provide. The system has also been upgraded to the latest version of the platform (version 4) and WMP continue to focus on developing the service to ensure it is as relevant as possible for subscribers. Messages are tailored around the needs of individual communities.

53. There are nominated PCSO's within each ward who are responsible for managing outbound and inward communications, to ensure that the quality of messaging is consistent. A rolling programme of training is provided to ensure that all PCSOs and other relevant members of local policing teams are trained in the use of WMNow as an important tool for communication and engagement.

54. The force has also developed a "digital kin community" i.e. a network of digital influencers who can help propagate key policing messages and updates into their own digital communities and networks.

55. The table below shows the WMNow statistics for the quarter (April – June 2023) following the launch of the new local policing model. The data shows sustained high ratings for satisfaction and relevance with the messages which are sent through the system. Related to this WMP continue to see a high propagation rate which supports the ambition to improve how messages are being shared into private groups and other forms of social media.

56. This is further supported by a sustained and healthy levels of self-signups across each of the sub-geographic areas of WMNow, averaging around 650 per month. This supports our overall objective that WMP will increase sign-ups by improving the focus on message quality. WMNow can contribute to crime reduction by providing subscribers and communities with information and updates on issues relevant to them and their communities which in turn can help them to protect themselves and their property, and to play a part in improving the safety of neighbourhoods.

57. Members of the public can be signposted to Live Chat and the website as effective, non-urgent channels of communication and any inbound messages which contain intelligence can be routed to the appropriate Officer/local policing areas which can help to tackle crime.

Monthly measures	April 23	May 23	June 23
Satisfaction (Average message rating)	4.71/5	4.81/5	4.81/5
Propagation (How many emails were forwarded on?)	295	255	337
Relevance (How useful did people rate the alert?)	95.90%	99.04%	97.47%
Total signups	744	721	878
Monthly self-signups (People who sign up through word of mouth)	623	579	717

Table 2 below shows the WMNow statistics for the quarter (April – June 2023) following the launch of the new local policing model.

WMP social media strategy to allow the public to access services

58. In a digital first world, police forces must ensure the public can reach them through the digital channel of their choosing. For some individuals, it's just not possible to dial 999 in an emergency. They may be neurodivergent, deaf or in a situation where it's simply not safe to talk on the phone, but regardless of their reason, these people need to be able to call for help. For others, they are reluctant to dial 999 to report a non-urgent crime or share intelligence or ask a question. Additionally, the West Midlands has one of the youngest demographics in the UK. The younger generation have grown up with social media and see it as a normal route for communication.

59. West Midlands Police has been at the forefront of digital transformation in the public contact/policing space since launching the current web platform in August 2017. Through WMP digital engagement strategy the force continues to develop its service and communication offering. This has been responsible for a number of key enhancements and features for members of the public who contact the police with non-urgent and/or non-policing matters.

60. Against this background, WMP continues to develop a social media operating model that gives the public the choice and confidence to engage and interact with their local police using the digital channels that most suit their needs and keeps pace with public expectations.

61. WMP proactively manage our social media presence to ensure we are using the channels that are trusted and relevant for the diverse communities we serve and also to actively reduce risk, threat and harm. The number of unmoderated Facebook and Twitter/X accounts within the force has already been rationalised. We have also focused on developing our local social media channels to support the new WMP local policing model. We have prioritised the development of hyper local content tailored to the needs of our diverse communities across the region to ensure that we are providing updates and information that reflects local priorities.

62. A detailed business case will be progressed for the procurement of a social media platform (SMMP) as part of the wider focus on developing a digital desk in Force Contact. A SMMP is an application program or software suite module that facilitates the force's ability to successfully engage in social media across different communication channels and multiple accounts within each channel and helps to prioritise contact.

63. The establishment of a Digital Desk in Force Contact, which will have close integration with Corporate Communications, will help to meet wider demand for digital services, increasing public expectations around online engagement, and recognition of the threat, risk and harm contained in unmonitored and unmanaged social contact.

Legal implications

64. There are no known legal implications.

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Appendix – Performance data tables

Table 1: 999 data demand – April 2022 – Aug 2023

Month	Call Demand	Calls Answered	Answered within 10s	Within SLA	Abandoned	% Abandoned	Average time to Answer	Max Time to Answer	Average time to Abandon	Average Talk Time	95th Percentile
Aug-2023	69,813	69,728	64,851	92.9%	85	0.1%	0:00:05	0:03:21	0:00:20	0:04:31	0:00:19
Jul-2023	70,721	70,636	66,282	93.7%	85	0.1%	0:00:05	0:04:39	0:00:23	0:04:38	0:00:16
Jun-2023	77,921	77,810	70,482	90.5%	111	0.1%	0:00:06	0:04:20	0:00:26	0:04:22	0:00:27
May-2023	75,109	74,906	67,128	89.4%	203	0.3%	0:00:09	0:05:46	0:01:11	0:04:29	0:00:36
Apr-2023	67,232	67,132	61,199	91.0%	99	0.1%	0:00:07	0:04:55	0:00:32	0:04:18	0:00:29
Mar-2023	69,317	68,912	57,760	83.3%	405	0.6%	0:00:15	0:05:01	0:01:11	0:04:12	0:01:05
Feb-2023	61,959	61,720	53,971	87.1%	239	0.4%	0:00:12	0:06:22	0:01:06	0:04:14	0:00:58
Jan-2023	65,751	65,324	55,814	84.9%	427	0.6%	0:00:16	0:07:31	0:01:38	0:04:10	0:01:14
Dec-2022	64,750	64,181	50,719	78.3%	569	0.9%	0:00:22	0:05:46	0:01:26	0:04:07	0:01:39
Nov-2022	66,705	65,502	46,483	69.7%	1,203	1.8%	0:00:34	0:07:11	0:01:52	0:04:16	0:02:19
Oct-2022	72,443	71,124	49,084	67.8%	1,319	1.8%	0:00:34	0:06:44	0:01:45	0:04:19	0:02:14
Sep-2022	65,988	64,608	44,684	67.7%	1,380	2.1%	0:00:36	0:06:53	0:01:51	0:04:23	0:02:27
Aug-2022	74,496	71,786	44,603	59.9%	2,710	3.6%	0:00:49	0:13:59	0:02:14	0:04:29	0:03:06
Jul-2022	77,788	72,825	44,446	57.1%	4,963	6.4%	0:00:48	0:14:15	0:02:11	0:04:08	0:02:59
Jun-2022	49,261	45,038	26,931	54.7%	4,223	8.6%	0:00:42	0:12:01	0:02:03	0:04:11	0:02:23
May-2022											
Apr-2022	57,858	54,484	33,170	57.3%	3,374	5.8%	0:00:31	0:13:18	0:01:50	0:03:53	0:01:43

Table 2: 999 Grade Distribution August 2022 – July 2023

Emergency Grade Distribution									
Month Year	P1	P2	P3	P4	P5	P6	P7	P8	P9
Aug-22	17.40%	6.80%	1.80%	1.10%	0.00%	2.30%	1.10%	7.40%	40.80%
Sep-22	16.80%	6.50%	1.90%	1.00%	0.00%	1.90%	1.10%	6.90%	39.90%
Oct-22	16.40%	6.20%	1.90%	1.10%	0.00%	2.00%	0.90%	7.20%	41.50%
Nov-22	15.60%	6.30%	1.70%	1.00%	0.00%	1.80%	1.00%	8.10%	40.60%
Dec-22	15.80%	5.90%	2.10%	0.90%	0.00%	1.60%	1.00%	8.10%	42.10%
Jan-23	15.40%	6.30%	2.50%	1.00%	0.00%	1.80%	1.00%	8.70%	41.10%
Feb-23	15.50%	6.30%	2.60%	0.90%	0.00%	2.10%	0.90%	7.70%	42.80%
Mar-23	15.30%	6.10%	2.50%	0.80%	0.00%	2.10%	1.00%	7.40%	42.90%
Apr-23	16.30%	5.90%	3.60%	0.30%	0.00%	2.10%	0.20%	6.80%	45.20%
May-23	16.20%	5.90%	3.90%	0.30%	0.00%	2.30%	0.10%	7.00%	46.30%
Jun-23	16.40%	5.90%	4.10%	0.10%	0.00%	2.30%	0.10%	6.80%	46.00%
Jul-23	17.20%	6.00%	4.50%	0.00%	0.00%	2.20%	0.00%	8.00%	44.70%

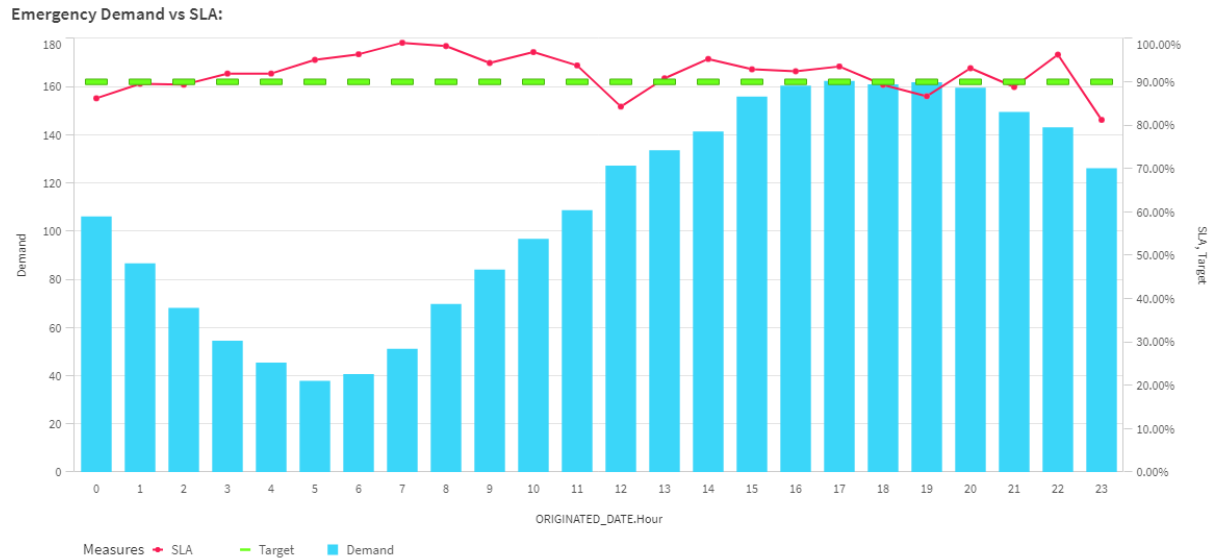**Table 3: 999 Demand by hour (last quarter)**

Emergency Demand vs SLA:

Table 4: 101 data demand – April 2022 – Aug 2023

Month	Call Demand	Calls Answered	Answered within 3m	Total Abandoned	Within SLA (3min)	% Total Abandoned	Average time to Answer	Max Time to Answer	Average time to Abandon	Average Talk Time	95th Percentile
Aug-2023	54,488	48,760	40,490	5,728	74.3%	10.5%	0:02:14	0:48:18	0:04:34	0:07:01	0:11:28
Jul-2023	55,734	51,243	44,278	4,491	79.4%	8.1%	0:01:40	0:49:15	0:03:44	0:06:55	0:08:27
Jun-2023	57,919	48,625	37,022	9,294	63.9%	16.0%	0:03:25	1:00:05	0:04:58	0:07:03	0:14:38
May-2023	55,881	44,068	30,979	11,813	55.4%	21.1%	0:04:48	2:04:24	0:06:09	0:07:00	0:20:24
Apr-2023	50,029	42,324	32,819	7,702	65.6%	15.4%	0:03:12	1:03:44	0:04:51	0:06:18	0:14:17
Mar-2023	59,573	37,460	23,589	22,113	39.6%	37.1%	0:10:21	2:17:14	0:09:09	0:07:02	0:38:39
Feb-2023	54,761	23,089	14,709	31,664	26.9%	57.8%	0:22:33	2:48:40	0:14:20	0:07:25	1:15:49
Jan-2023	56,503	27,704	17,164	28,797	30.4%	51.0%	0:18:00	4:16:05	0:13:24	0:07:15	1:01:02
Dec-2022	47,955	29,505	19,479	18,448	40.6%	38.5%	0:10:22	3:01:03	0:11:21	0:06:42	0:40:26
Nov-2022	54,820	26,456	16,085	28,364	29.3%	51.7%	0:17:34	2:26:14	0:12:26	0:07:20	1:00:52
Oct-2022	57,885	26,450	16,257	31,433	28.1%	54.3%	0:18:42	2:59:16	0:13:10	0:07:17	1:03:39
Sep-2022	55,261	27,324	16,605	27,933	30.0%	50.5%	0:15:21	3:15:59	0:12:37	0:07:28	0:55:31
Aug-2022	61,306	22,176	14,708	39,118	24.0%	63.8%	0:25:00	5:59:50	0:14:56	0:07:39	1:19:30
Jul-2022	61,625	19,768	12,416	41,851	20.1%	67.9%	0:29:32	4:03:24	0:15:33	0:07:58	1:23:36
Jun-2022	40,117	12,147	7,801	27,968	19.4%	69.7%	0:33:22	5:00:13	0:16:17	0:08:09	1:32:49
May-2022											
Apr-2022	49,471	26,078	16,199	23,389	32.7%	47.3%	0:13:02	3:45:42	0:12:00	0:07:18	0:47:19

Table 5: 101 Grade Distribution August 2022 – July 2023

Non Emergency Grade Distribution									
Month Year	**P1**	**P2**	**P3**	**P4**	**P5**	**P6**	**P7**	**P8**	**P9**
Aug-22	4.00%	6.20%	2.10%	2.60%	0.00%	4.00%	0.10%	0.60%	49.20%
Sep-22	3.80%	6.10%	2.20%	2.30%	0.00%	3.60%	0.10%	0.80%	50.10%
Oct-22	4.00%	5.70%	2.20%	2.30%	0.00%	3.40%	0.20%	1.00%	49.20%
Nov-22	4.20%	5.80%	2.20%	2.20%	0.00%	3.20%	0.10%	0.80%	50.20%
Dec-22	4.20%	5.40%	2.70%	2.00%	0.00%	3.10%	0.20%	0.60%	51.70%
Jan-23	3.90%	6.20%	3.20%	2.20%	0.00%	3.30%	0.20%	0.70%	52.10%
Feb-23	4.00%	5.80%	3.00%	2.40%	0.00%	3.50%	0.20%	0.90%	52.70%
Mar-23	3.70%	5.20%	3.00%	1.90%	0.00%	4.10%	0.10%	0.90%	53.50%
Apr-23	3.40%	4.80%	4.00%	0.80%	0.00%	4.40%	0.00%	0.70%	55.30%
May-23	3.40%	4.90%	4.60%	0.70%	0.00%	4.50%	0.00%	0.90%	54.90%
Jun-23	3.30%	4.80%	5.30%	0.20%	0.00%	4.70%	0.00%	0.90%	54.70%
Jul-23	3.30%	4.70%	5.60%	0.10%	0.00%	4.40%	0.00%	0.70%	56.50%

Table 6: 101 Demand by hour (last quarter)

Non Emergency Demand vs SLA: