



**Lancashire
Constabulary**

police and communities together

REPORT TO : SCRUTINY MEETING
REPORT BY: SUPERINTENDENT RICHARD ROBERTSHAW
TITLE: UPDATE ON CONTACT MANAGEMENT

Summary

This report sets out the update on the Contact Management Department of the Constabulary for the reporting period July to September 2018.

Decision Required

The Commissioner is requested to review the report and comment as appropriate.

Background

Contact Management Update to the Strategic Scrutiny Meeting

1. This report seeks to provide an update on the latest call performance and significant organisational developments in Contact Management. Section 1 of the report provides an update on the recent change in the FCR (Force Control Room) structure to POD working. The section also includes an update on the current PCRO (Police Control Room Operator) staffing levels in Contact Management. Section 2 provides an overview of FCR across a number of key call performance metrics. Amongst these performance measures is an update on how Lancashire Constabulary compares to other police forces nationally for British Telecom 999 long wait times (these are emergency calls that BT have not been able to transfer to police forces for in excess of 2 minutes). Section 3 of the report provides a brief overview / update of a number of other important – predominantly ICT - work streams that will have a significant future impact on the FCR over the coming 18 months.

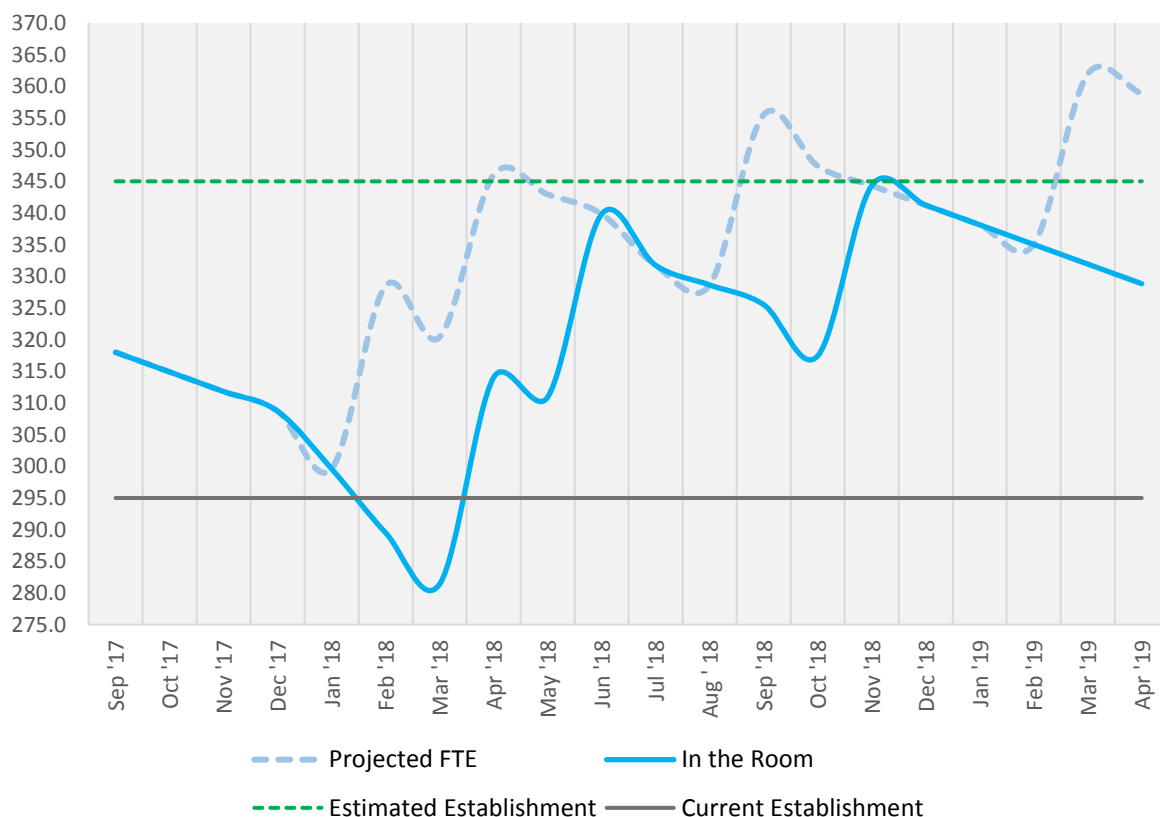
Section 1 - Overview of key development within Contact Management Department

POD Working Trial in FCR

2. Since the last scrutiny report, the trial of POD working has commenced in the FCR, the switchover date being the 25th September. The transition to temporary POD working has gone well from both a technical and workflow through the FCR perspective. The significant change that occurred on switch over day was the change from global to geographical routing of 999 and 101 calls into the three divisional areas (East, South and West). Positively these changes had no negative impact on service delivery to the public, with service levels for 101s and 999s being maintained at pre POD levels. Given the scale of the change in the FCR to implement POD working this is an encouraging position to report.
3. As the switch to POD working is outside the period that this scrutiny report covers and is so recent, it is too early to comprehensively report in this paper on impact of the change on the performance of the FCR. In view of the limited amount of data available, this report will not provide any detailed performance data around PODs. However, the next scrutiny report providing a detailed update on the progress of the POD trial and the associated business case / POD evaluation that will be completed in March 2019. As has been reported previously to Scrutiny the business case will make a recommendation on whether the POD working approach has delivered sufficient benefits in pilot form, even within the constraints of the current FCR physical layout, to justify the disruption and expense of rebuilding the FCR in 2019/20.

Force Control Room PCRO Staffing Levels / Recruitment

4. Recruitment of PCROs (Police Control Room Operators) continues to be a priority area for Contact Management. In 2017 as part of his investment in front line-policing services, the PCC approved an uplift in Contact Management; this increased the PCRO establishment by 50 from 295 to 345FTEs. In order to achieve this new budgeted establishment it has been necessary to recruit several large intakes (between 30 and 40 per intake) of PCROs in 2017/18. The most recent intake of 30 PCROs started training September in 2018 and will become operational in the room in early December. This will be the first time the actual establishment of PCROs in the FCR will be at the new 345FTE level.
5. It should be noted that it takes a new PCRO approximately two and a half years to be fully competent in the role (call taking, facilitating and dispatching). Therefore, whilst the increase in staffing is greatly assisting in managing heavy demand on the FCR there is currently a large amount of organisational effort going into training and mentoring a considerable proportion of FCR staff, many of whom have less than two years' service with Lancashire Constabulary. Due to this training requirement, it will be a considerable amount of time before the full benefits of the increased staffing establishment are fully realised.
6. The below chart provides an overview of how the PCRO staffing in the FCR has been incrementally increased since September 2017.



7. Aligning the new recruits onto teams within PODs was achieved by a combination of gap analysis, staff preferences and local knowledge of the POD geographic areas (as was the case with existing staff when they were separated into PODs). Pleasingly

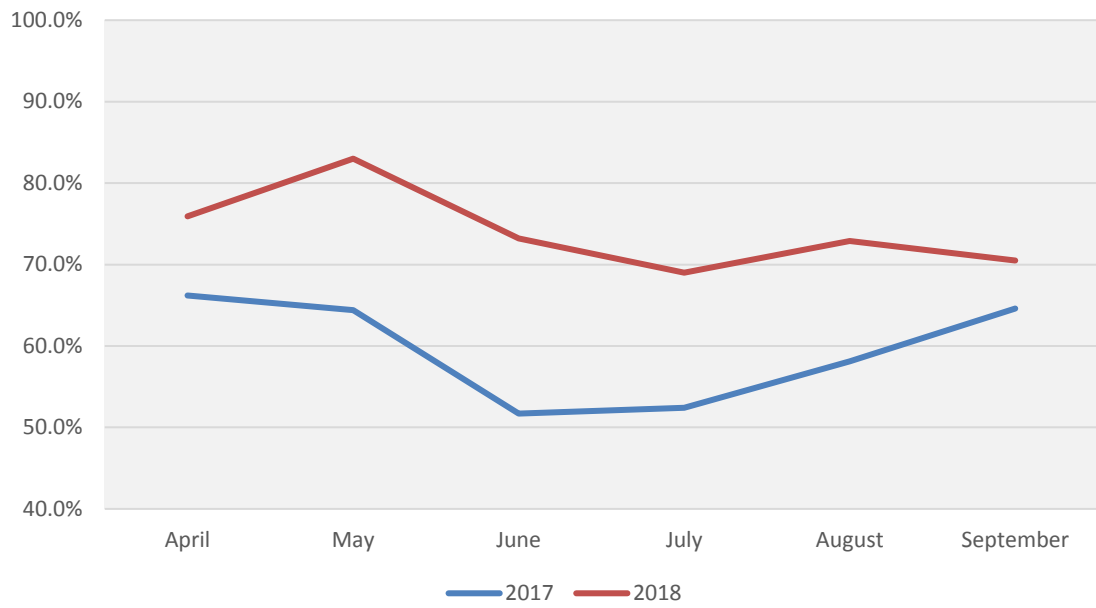
- the departmental strategy of positive action and targeted recruitment from different geographic areas (particularly east Lancashire), has resulted in a position of the recent intakes being broadly representative of the general population of Lancashire.
8. This targeted recruitment has also been the successful in respect of recruiting in to the new IMU (Investigation Management Unit), which now forms part of the Contact Management Department. The IMU will go live concurrent to Connect phase 2 (replacement of SLEUTH) go live on the 26th of November. It has a dual role of improving the quality of our data (crimes, intelligence reports etc.) and the linking of Connect records.
 9. The IMU is based at Burnley Police Station and is made up 48 members of staff, many of whom are new to Lancashire Constabulary. Due to the location of the IMU, many of the new members of staff are residents of east Lancashire. By placing the unit at Burnley Police Station, it is also best use of existing estate that was underutilised following the move to three divisions in 2013. In addition, the cost of repurposing existing office space at Burnley was achieved at minimal cost and disruption to the wider force.

Section 2 - FCR performance update

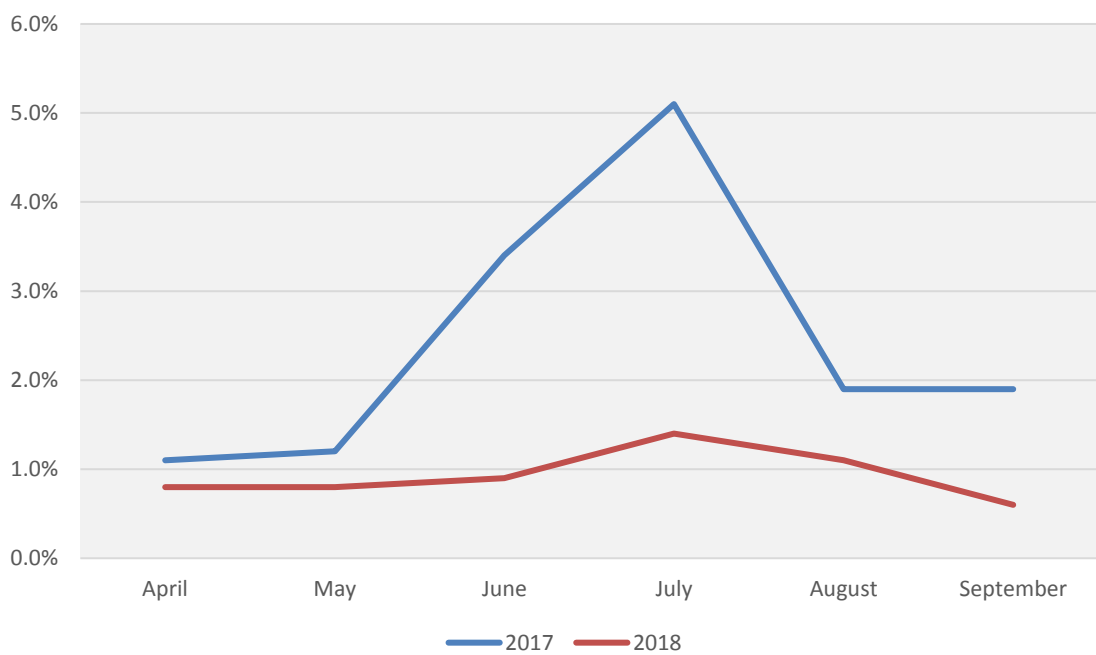
Call Performance - Emergency Calls Summary

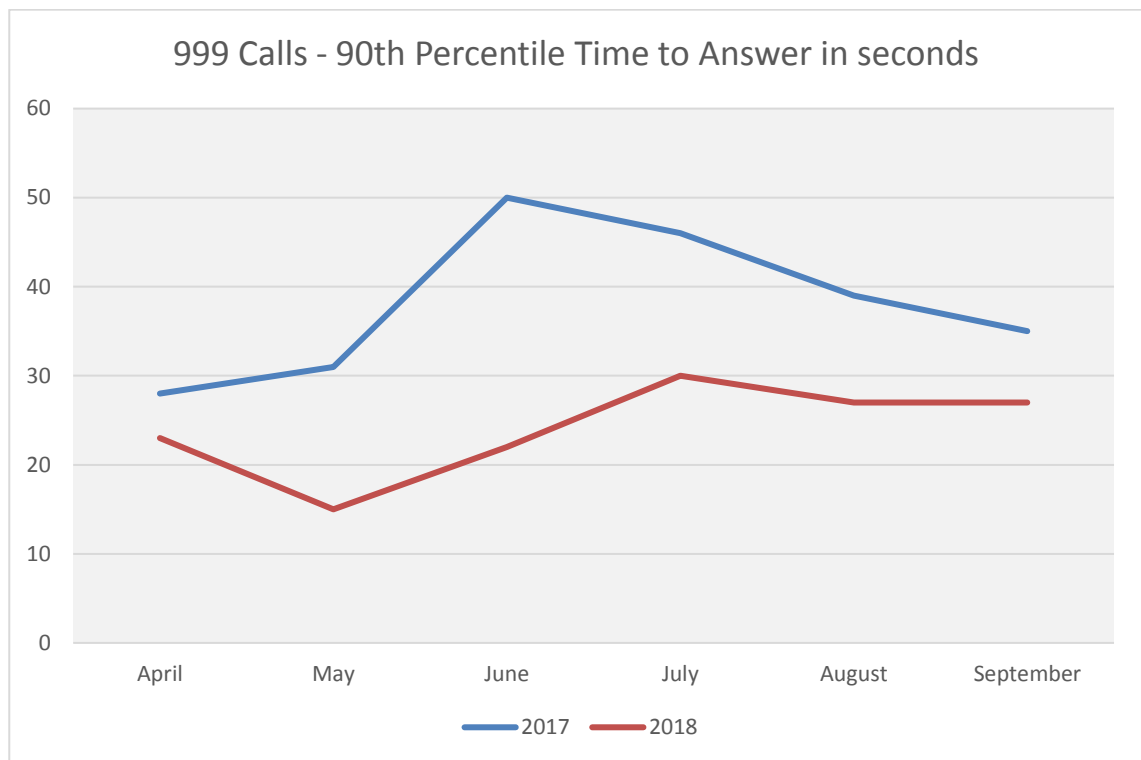
10. Emergency calls are one of the primary focuses for staff within the FCR. Whilst it is recognised that, there is a correlation between 101 call performance and the demand on the 999 service the FCR remains focussed on answering 999 emergency calls above any other type of demand. Included in the performance data supplied in this section is the 90th Percentile for time to answer. This is the time within which 90% of the calls for service were answered. It is felt this is a more informative measure to describe call-handling performance, as it discounts those calls with excessively lengthy answer times. Whilst the overall answer time is important, it can unhelpfully distort the average time to answer to the point where it is unrepresentative of the general performance provided by the FCR to the public of Lancashire.
11. The following graphs provide a comparison of how FCR has performed across a range of metrics for the peak months of demand in spring / summer in 2018 in comparison to the same period in 2017. All the graphs show that in comparison to last year 999 performance is considerably improved.

999 Calls - Service Level
- % of calls answered within 10 seconds



999 Calls - % of calls abandoned

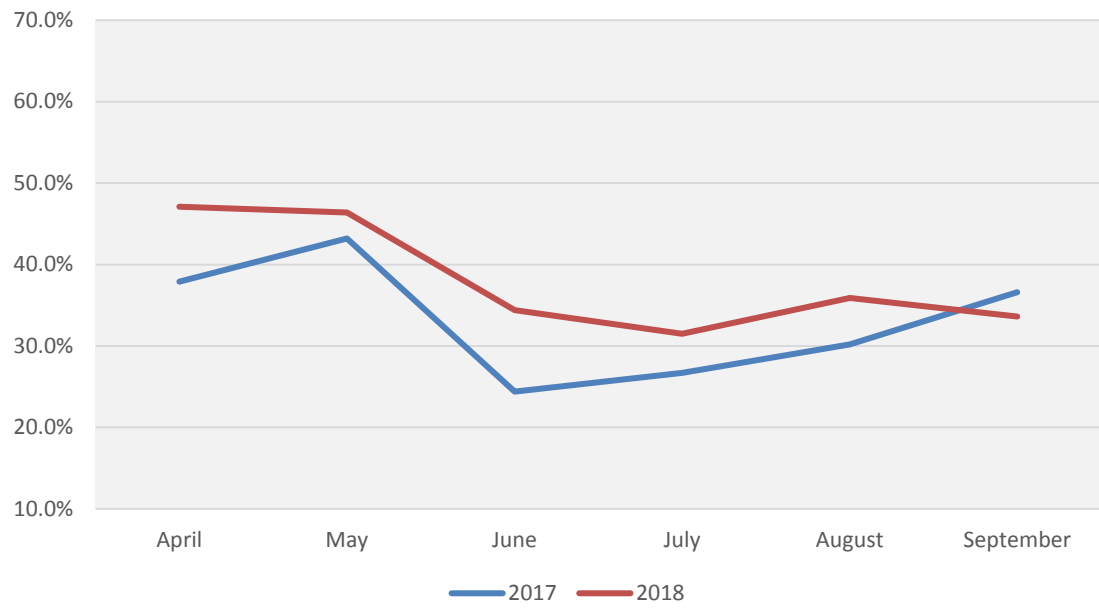




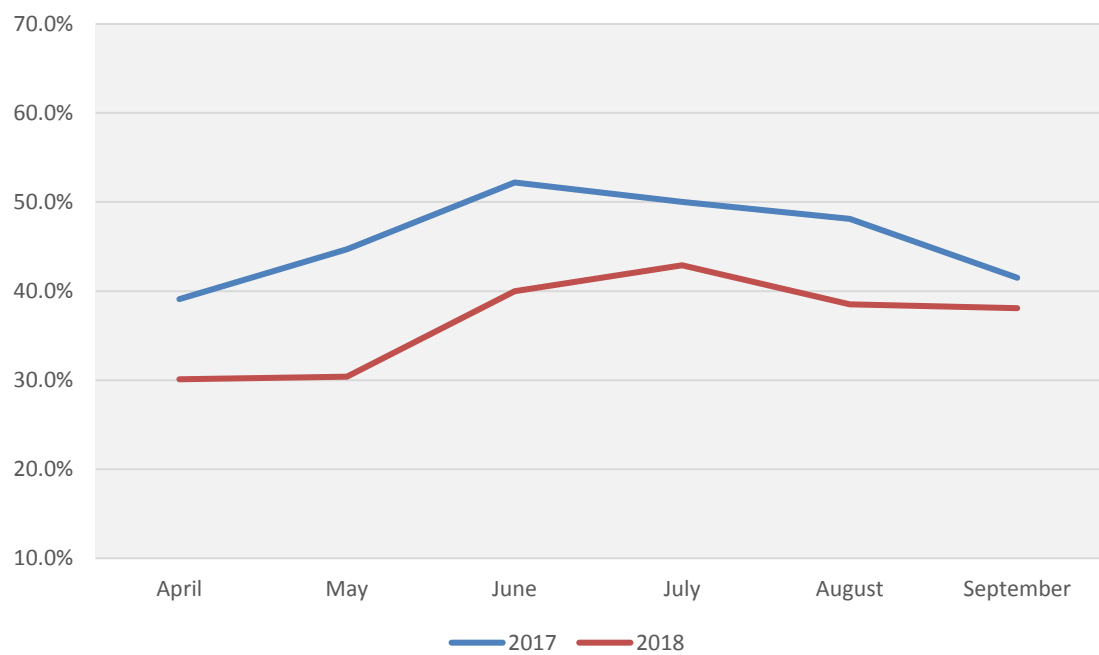
Call Performance - Non Emergency 101 Calls

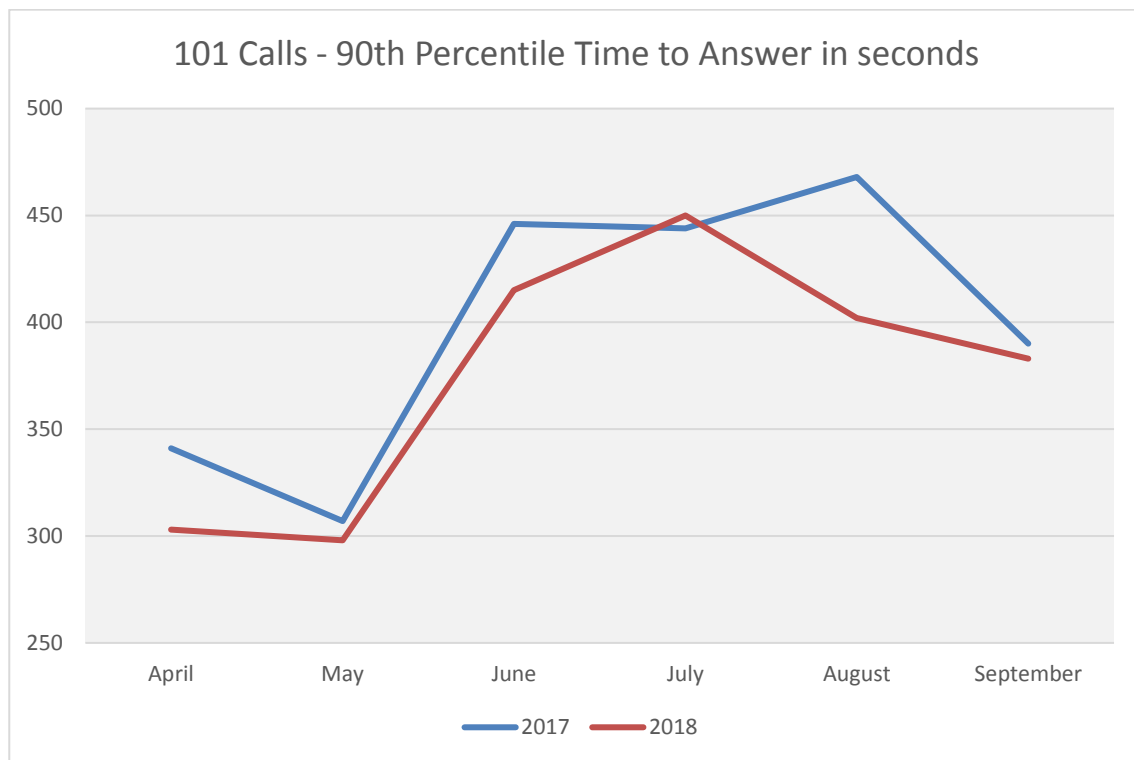
12. Non-emergency calls remain a priority and a challenge for the FCR. As with 999-call performance, a proportion of these difficulties can be attributed to the changing nature of demand coming into the FCR. The main issues is the complexity of the demand within the calls, which when combined with the additional safeguarding / vulnerability checks done by FCR staff following adverse Child Protection and Crime and Data Integrity HMICFRS inspections, has led to significantly longer call handling times. The knock on impact of longer call handling times is a reduction in the available capacity in the FCR to answer new calls for service.
13. However, despite these challenges the following graphs (which mirror the 999 graphs in the previous section), show an improving picture across a range of different performance measures.

101 Calls - Service Level -
% of calls answered within 40 seconds



101 Calls - % of calls abandoned





Summary of Overall Call Performance

14. The majority of the above graphs demonstrate that during the 2018 the overall performance of the FCR for both 999 and 101 service level, abandonment rates and time to answer has significantly improved on the levels of performance achieved in the same period of 2017.
15. The primary reasons for this improved performance:
16. The investment in 50 additional PCROs, which increased the PCRO staffing establishment from 295 to 345 FTEs, this has provided the FCR with more capacity and resilience to handle the high levels of public demand on the FCR
17. The focus in 2018 on 'systems thinking' and reducing waste demand coming into the FCR started significantly before the introduction of POD working. The improved processes and empowerment of staff within the FCR is felt to be having a positive effect both in terms of staff morale, but also in enabling the FCR to cope with complex high demand on a daily basis
18. Looking forward, it is anticipated that the recent introduction of POD working in late September, combined with 30 more new PCROs currently in training and due to take live calls at the start of December, will have a positive impact on the above performance measures. As previously mentioned the next scrutiny report will provide a detailed overview of how the three PODs have performed over the reporting quarter they have been in place.

National Context

19. Data collected by BT (any 999-call waiting over two minutes before it is transferred) shows that during 2018 Lancashire Constabulary have consistently performed well in this important measure.

Section 3 - FCR key ICT work streams update

20. Over the next 12 months there are a number of ICT changes both within the department and wider organisation are likely to have an impact on the FCR in terms of performance (both positive and negative). The most significant IT changes that it is useful to highlight are:

21. SMARTSTORM implementation in spring 2019 – This is a significant upgrade to our current Command and Control system, it is anticipated that this will be a low-impact as this is an upgrade to our current system, rather than a new product. However, there will be a significant training requirement to prepare both the FCR and the rest of the force for the transition

22. Connect Phase 2 implementation Nov 2018– This is the replacement of the SLEUTH crime and investigation system, this is an enormous change for both the FCR and the wider force. It is likely that following the transition period there may be a negative impact on our call handling/data handling time as staff become familiar with operating a completely new system. However, in the longer term it is felt that Connect phase 2 will be a considerable improvement on SLEUTH, offering the opportunity for improved call handling time (as staff will only be interrogating / updating one system). It will also allow for better management of risk and associated decision-making than is presently the case in SLEUTH, as the 'single version of the truth' information / intelligence in Connect will be easily accessible to FCR staff to make appropriate and timely decisions

23. Workforce Management upgrade scheduled for late 2018 / early 2019 – The upgrading of the Contact Management duty planning and scheduling system is long overdue, our current legacy version of Planet being unsupported by the supplier Verint due to its age. The version we are migrating to offers significant opportunities for improved scheduling of staff to ensure the right number of staff with the right skills are doing the right roles at times that will allow the FCR to meet predicted demand.

24. Capita Upgrades on ICCS for ESN scheduled to take place incrementally during 2019 – Whilst this upgrade is centrally funded by the Home Office and will allow Lancashire Constabulary to meet its national obligation to be 'ESN ready' in 2019. The main benefits the FCR and the public will notice are:

- a. Implementation of IVR (Interactive Voice Response) to allow 101 callers to know their place in the queue, estimated wait time and the option to speak direct to an officer should they know the details of the officer/staff member they are wishing to talk to
- b. Ability for members of the public calling from outside to select the geographic areas their call relates. This will then route the call to the relevant POD in the FCR
- c. Improved stability and resilience of the ICCS and telephony system in the FCR on a day-to-day basis (this has been an issue in the FCR since the move to the new single contact centre in 2013). In addition there will be a full mirrored hot standby ICCS at the force DR (Disaster Recovery) site that will provide resilience in the event of a technical failure of the HQ ICCS. This mirrored DR ICCS will also minimise downtime in the FCR during future upgrades and mandatory patching.