



**Lancashire
Constabulary**

police and communities together

REPORT TO : SCRUTINY MEETING
REPORT BY: CHIEF SUPERINTENDENT PETER LAWSON
TITLE: UPDATE ON CONTACT MANAGEMENT

Summary

This report sets out the update on Contact Management Department of the Constabulary for the reporting period July to September 2017.

Decision Required

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

Contact Management Update to the PCC Scrutiny Committee

This report seeks to build on the report to the Extraordinary Scrutiny Committee on 19th September, which focused on Contact Management. That report provided context within which Control Rooms for Police Forces are currently operating nationally, regionally and locally, and in setting that out described the increasing and complex demands that are being dealt with by operators.

To recap, 18 months ago 12 staff from the Futures Team and Contact Management together with a significant investment from a Systems consultancy commenced a very detailed review and analysis of demand in the Force Control Room. This has enabled the Constabulary to reach a position in which it can now undertake an extremely complex redevelopment of its Control Room.

DEMAND ANALYSIS REVIEW: RECAP

Current Room Configuration

- Call Handling separated from radio dispatch operators both physically and in terms of process
- Team Supervisors located separately from Control Room Operator staff
- Team Supervisors have become marginalised in decision making because of organisational risk aversion often resulting from complaints investigations and IPCC findings.
- Police Officers in the room are located separately both physically and in terms of process.
- Calls from anywhere in Lancashire are taken by any operator in the room who is available.
- Targets result in perverse organisational behaviours and are poor indicators of actual performance.
- The I.T. Systems have not been designed around the room 'Purpose' or People.
- Failure Demand is created when officers in divisions don't meet victim's needs first time

Proposed Future Model of Working – Pod

The Demand Analysis review piloted a new way of working for the South Division area that was configured very differently:

- Call Handlers, Radio Dispatchers, Team Supervisors, and Police Officers are all located together in a single 'Pod' for the South Division area.
- Calls for the South Division area are geographically routed so they will always be answered by an operator in the South Pod unless none are available – in which case the call will be taken by the first available operator in the wider room.
- The close proximity of staff, officers, and supervisors to each other means there is increased knowledge and expertise available at the first point of contact which results in better decision making.
- New staff are much closer to experienced colleagues and supervisors, which benefits learning and skills development.
- Lost time as a result of staff continually moving around the room to perform different roles, i.e. call taking, dispatcher, facilitator, was greatly reduced. This is because there is minimal need to change operator positions, even when an individual's role changes during a shift.

- Because staff work aligned to a 'Place', they have enhanced local knowledge which leads to better interactions with callers and understanding of local policing priorities. This benefit also applies to forming better relationships with geographically based police officer teams who are served by the Pod
- The Pod structure will also improve the ability of staff to quickly identify repeat, or hoax callers quickly and put appropriate interventions in place.
- Because staff and officers sit next to each other, interactions are encouraged and facilitated which has resulted in streamlined processes, reduced waste, and shorter 'end to end' processes – which means better quality of service for the public.
- Overall the Pod provides a much healthier working environment that promotes internal learning and a structure that meets demand, at the pace of demand. This contrasts with the current room that provides an environment similar to that of a production chain with workers separated into specialist areas, removal of human contact and a detachment from officers on the ground in divisions. The Pod working designs out numerous areas of waste and duplication and a culture that has discouraged staff from making decisions and that encourages work to be queued.

Results of the South Pod Pilot:

- Over 3 quarters of callers were answered by the Pod either immediately or within 10 seconds
- 89.9% of all calls were answered by the Pod within 1 minute
- 95.1% of all calls were answered by the Pod within 2 minutes
- 97% of all calls were answered by the Pod within 3 minutes
- 98.1% of all calls were answered by the Pod within 4 minutes
- 98.6% of all calls were answered by the Pod within 5 minutes
- During the Pod Pilot, the average time to answer calls in the main room was 1 minute 48 seconds. The average time to answer for the South Pod during the same period was 22.5 seconds.

Rollout of the South Pod to be Force Wide

Since the evaluation that launched the South Pod pilot. It has now progressed from the initial pilot and is running successfully alongside three teams. All five teams In the Control Room will be fully running the South Pod before Christmas, which will provide full 24-hour continuous coverage.

Moving towards a full rollout in 2018 and in preparation of a Business Case, the implementation of Force Wide Pod working across the Constabulary is now subject to a formal governance structure. From November a Board will meet monthly and consist of Departmental Heads, ICT, Estates and other concerned stakeholders. More informal meetings of the project team take place on a weekly basis, whereby detailed work is underway to look at the complete redevelopment of the control room, which will inform the business case.

The work includes:

- Compiling a High-level milestone plan for completion of the Business Case.
- A Product Break Down structure (PBS) detailing all aspects of the work that need to be considered and their interdependencies, both within the room and with other large scale organisational projects that are on-going; such as the implementation of Connect and the migration to ESN. The PBS will drive the milestone plan

- With support from ICT and estates detailed work is being carried out to establish the feasibility of a full or partial decant of the existing control room, to enable the work to commence. This will better determine costs and timescales.
- Work is ongoing around the modelling including the physical layout and design of the Pod structures, the uplift in staff and the potential structural work that may be needed.

RECENT ISSUES

During 2017 police forces throughout England and Wales have reported significant, and in some cases unprecedented, demand on their call centres. Many forces are reporting an increase in '999' calls and this has been the case in Lancashire where for example on a number of days in June and July the force received well over 1000 emergency calls per day – levels exceeding even that experienced on New Year's Eve.

There continues to be a large proportion of demand related to public safety. One particularly time consuming aspect of this for both the Force Control Room and frontline officers to deal with relates to when officers and their vehicles are used to transport members of the public in need of medical attention to hospital because there is either no ambulance available or there is a long estimated time of arrival for an ambulance. The FCR gives such incidents a 'Patient Transport' tag and the table below shows a number of real cases from one specimen day. The number of incidents listed is slightly higher (only by 1 or 2) than normal, but it is reflective of what has become routine demand on the Constabulary every day:

Log Number	Time	Location	Brief Summary
1	16.45	PRESTON	INF WHO IS MENTAL HEALTH PATIENT CONTACTS POLICE ASKING TO BE SECTIONED AND FEELS LIKE WALKING ON THE MOTORWAY. UNABLE TO GET HELP FROM CRISIS TEAM & A&E. PATROL ATTENDS AT 16.56. ENQS MADE WITH HUB TO ASCERTAIN IF ANY BEDS AVAILABLE, ADVISED TO CONTACT NWS TO ASSESS IF MEDICALLY FIT. 17.22 AMBULANCE CALLED. 17.42 PATIENT WILL GO VOLUNTARILY SO TAKEN BY POLICE & AMBULANCE CANCELLED.
2	19.30	THORNTON CLEVELEYS	CRISIS TEAM CONCERNED RE A FEMALE WHO IS A HIGH SUICIDE RISK - HAD BEEN ON TO THEM FOR 90 MINS WAITING FOR AMBULANCE. SHE WAS AT HOME BUT LEFT. 19.54 PATROL DESPATCHED TO H/A WHILST CONTACT MANAGEMENT TRYING TO MAINTAIN PHONE CONTACT. 20.19 FEMALE LOCATED NEAR TRAM TRACKS AND AMBULANCE CALLED S.136 MHA 20.49 TAKEN TO A&E BY POLICE AND AMBULANCE CANCELLED
3	21.33	BLACKBUN	AMBULANCE CONTACT POLICE AFTER RECEIVING THIRD PARTY REPORT OF MALE HAVING SOME SORT OF MENTAL EPISODE. 21.36 POLICE ATTENDING GRADE 1. 21.43 POLICE ON SCENE MALE DETAINED AMBULANCE REQUIRED FOR HAND INJURIES SUSPECT EXICTED DELIRIUM 21.54 AMBULANCE NOT ALLOCATED, REASSESSED AS MALE'S AIRWAY COMPROMISED. 22.08 AMBULANCE ON SCENE – PATIENT NEEDS TO GO TO A&E IMMEDIATELY. SEVERAL OFFICERS ATTEND RBH WITH AMBULANCE .
4	00.45	BLACKPOOL	INF RINGS POLICE REPORTING HER SON IS SUICIDAL AND HAD CUT HIS ARM. IN POSSESSION OF A SMALL KNIFE. 00.53 POLICE ON SCENE KNIFE RECOVERED. 01.07 AMBULANCE CALLED – GREEN RESPONSE 180 MINS POLICE TAKE MALE TO HOSPITAL AN AMBULANCE CANCELLED
5	01.49	PRESTON	INF REPORTING FEMALE TRIED TO KILL HERSELF BY JUMPING IN FRONT OF A CAR, CUTS TO HANDS. 01.50 POLICE ON SCENE AMBULANCE CALLED NOT ALLOCATED. 02.33 POLICE TRANSPORT FEMALE TO HOSPITAL – VOLUNTARY. AMBULANCE CANCELLED
6	02.56	CHORLEY	DOMESTIC INCIDENT MALE HAS PUT A WINDOW THROUGH AND CUT HIS HAND. 03.04 POLICE ON SCENE. AMBULANCE NOT YET ALLOCATED.03.26 MALE TRANSPORTED BY POLICE TO HOSPITAL

CALL PERFORMANCE SUMMARY

	999 : 2017				
	Offered	Achieved	Service Level	Average Speed to Answer	Abandonment Rate
JUL	22296	13345	59.85%	17.6	5.6%
AUG	23006	13355	58.05%	14.4	2.0%
SEP	20980	13564	64.65%	12.3	2.0%

	999 : 2016				
	Offered	Achieved	Service Level	Average Speed to Answer (s)	Abandonment Rate
JUL	20658	15186	73.51%	8.94	1.9%
AUG	21245	14355	67.57%	11.90	2.0%
SEP	20563	13362	64.98%	13.46	2.6%

	Non-Emergency : 2017				
	Offered	Achieved	Service Level	Average Speed to Answer (s)	Abandonment Rate
JUL	81778	20783	25.41%	271.0	50.0%
AUG	76990	23338	30.31%	252.7	48.3%
SEP	71704	26260	36.62%	197.0	41.7%

	Non-Emergency : 2016				
	Offered	Achieved	Service Level	Average Speed to Answer (s)	Abandonment Rate
JUL	72115	41324	57.30%	69.91	20.0%

AUG	73459	34896	47.50%	101.07	25.7%
SEP	73643	29542	40.12%	130.34	30.9%

CONSOLIDATED ACTION PLAN

New and Ongoing Actions

		Completion Date	Progress	Comments
2016/7	To upgrade systems to be ready for the national Airwave replacement, ESN (Emergency Service Network).	2018	Ongoing	<p>The department have begun to host demonstrations from suppliers of integrated control room systems to understand what products are available on the market and as a pre-cursor to establishing a formal landscape review of the systems and with a view to longer-term upgrade or replacement with a highly stable and function rich integrated solution.</p> <p>Update Sept 17: a Statement of Requirements has been sent to Capita with a view to upgrading the Capita ICCS to be ESN ready in line with timeframes required by the national ESN programme. Progress is on track but with little room for slippage.</p> <p>Update Oct17: Statement of requirements is now with Capita following functional and technical workshops to refine requirements and ensure they support Pod method of operating.</p>
2016/9b	Introduce new planning system – replacement for the current product, ‘Planet’	Sep-17	Ongoing	<p>The introduction of this system will enable duties planning for staff in the control room to be more accurately matched to predicted demand, and to accommodate future planning requirements related to multi-channel access to the FCR such as Web-Chat and Online reporting.</p>

			<p>Sept 17: The dept. is procuring the latest Verint workforce scheduling system. Timescales have slipped because of delays in finding an appropriate route to market to procure the solution. It is expected to be in place early 2018, but in the interim a license extension has been secured for the current system.</p>
2016/9c	Development of a 'public engagement' platform	Dec-17	<p>Ongoing</p> <p>The procurement of a 'Public Engagement' platform that will allow the Constabulary to provide an improved service to the public of Lancashire who wish to report incidents or crimes on line and allow a more effective service to victims and witnesses. It will allow members of the public to create an account, and after doing so, to view their online reporting history and to seek an update on the progress of their investigation.</p> <p>September 2017: Implementation of the PE module is progressing in line with timescales set in the programme plan. The phased adoption of the system in November 2017 and April 2018 is progressing to plan.</p> <p>November 2017: User acceptance testing has progressed well and training has commenced for Force Mailbox staff (cohort of 39). Excepted go-live for the online reporting via PE is early December 17. (NB. Full functionality not available until full CONNECT Phase 2 rollout of Crime & Intelligence modules).</p>
2017/1	Pod Rollout	End 2018	<p>Ongoing</p> <p>An evaluation of the South Pod pilot demonstrated performance enhancements that, if scaled across the whole force, would significantly improve the service offer to the public using 101 and 999. Work is ongoing to develop a detailed business case to enable Chief Officer and PCC decision making about the investment that is likely to be required to enable the full rollout.</p>

In order to develop the detailed business plan and prepare to commence works if the programme is approved, full project management support is now in place to manage risks, interdependencies, and govern progress.

November 2017: Inaugural Programme Board is set for 22nd November, as is a separate initial briefing to the PCP Task and Finish Group

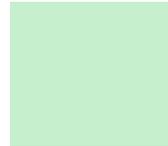
Completed Actions

		Completion Date	Progress	Comments
2016 / 1	Subject to vetting checks, 45 new Police Control Room Operators (PCROs) are scheduled to start in the control room with effect from Monday 23rd January	23-Jan-17	Complete	<p>Training of a PCRO takes 9 weeks. Completion of actions 1 and 3 will move the room from an understrength position that has been experienced throughout 2016 to an over-strength position in a deliberate move to make the room as resilient as possible for raised demand in summer 2017.</p> <p>Complete. 45 recruits started and there have been 2 further intakes of around 25 since.</p>
2016 / 2	An analyst to be recruited to the FCR	23-Jan-17	Complete	<p>This appointment will help to optimise workforce scheduling and plan staff according to predicted demand. The analyst was recruited in 2016 and has been developing the understanding of demand and staffing levels working with the Systems team.</p>
2016 / 3	A further intake of PCROS is planned during the Spring to ensure the FCR remains at or above	30-Apr-17	Complete	<p>As action 1 above</p> <p>Complete – Current Establishment is 305 (11 over strength - includes abstractions for sickness, maternity etc.)</p>

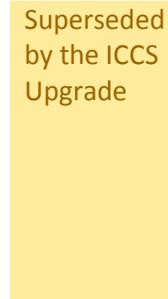
2016 / 4	To undertake a Peer Review of the FCR	01-May-17	Complete	The terms of reference and parameters, will be agreed with the Police and Crime Commissioner before the review commences and the findings will be reported to the Police and Crime Panel in due course. Complete as described in the report by Jane Larkin North Yorkshire Police.
2016/5	Reconfiguring the Initial Investigation Unit (IIU)	01-Apr-17	Pended	Shift pattern being reviewed. This will improve customer experience by dealing with more calls at the first point of contact. The South Pod pilot places IIU police officers within the pod next to PCROs. Because the decision has been made to roll out Pod working more widely this action has been superseded.
2016/6	Streamline Question Sets used by PCROs	01-Apr-17	Complete	The following question sets were removed: Arson ASB Burglary Criminal Damage Vehicle Damage Personal or Environment Nuisance MFH and Concern for Safety was retained along with bomb threats and kidnap. The questions sets were removed and replaced with SOPs that staff can pull on if required.
2016/9	Review and Develop ICT provision	2018	Complete	Discussions ongoing with ICT following findings of the Peer Review.

2016/9a Develop the telephony platform

2018



Monthly management meeting established between ICT and Contact Management to drive fault resolution, identify planned maintenance and developments and strengthen links between the 2 departments.



Superseded by the ICCS Upgrade

The FCR also aspires to maximise technology developments related to the telephony platform used by the Constabulary to develop solutions that for example inform callers how long they are waiting, their position in a queue, or to request a call back when they reach the front of the queue.

Sept 17: A reconfiguration of telephony functionality has been included in development of configuration of the upgraded ICCS.