

**ORIGINATOR:** CHIEF CONSTABLE

**PAPER NO:** AP20/32

**SUBMITTED TO:** ACCOUNTABILITY AND PERFORMANCE PANEL -  
3 JULY 2020

**SUBJECT:** CONTACT AND CONTROL ROOM (CCR) AND PUBLIC ACCESS

**SUMMARY:**

1. This report provides an update on the Contact and Control Room (CCR) and website projects (Police and Crime Plan Objective 2, action points 19 & 20).
2. This report details the project work which is ongoing to ensure a more effective and efficient CCR including Public Access and Websites projects updates.

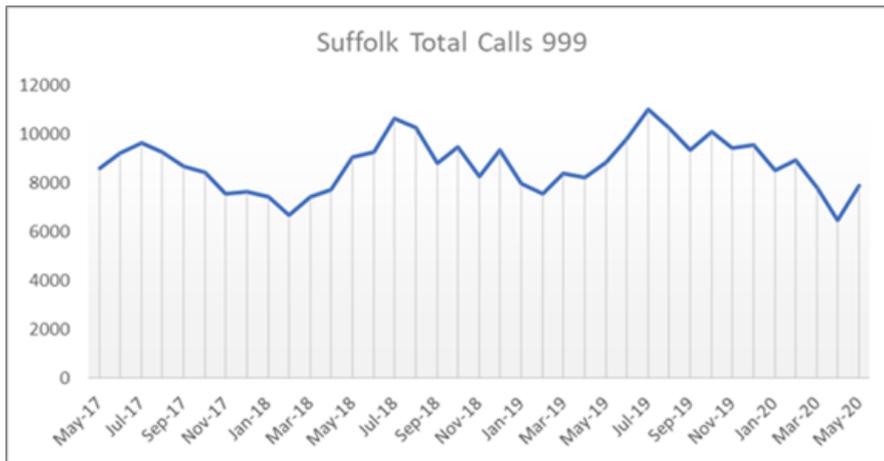
**RECOMMENDATION:**

1. The Accountability and Performance Panel is asked to note the content of this report.

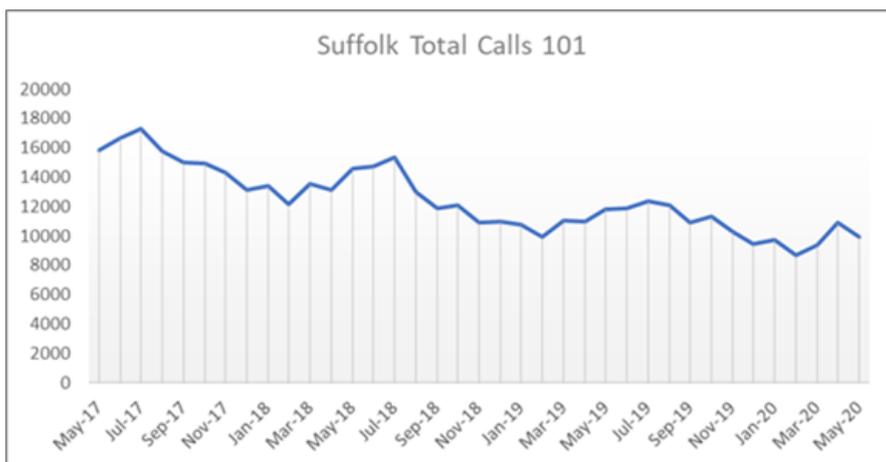
## SECTION ONE: SUFFOLK CONTACT AND CONTROL ROOM (CCR) UPDATE

### 1. OVERVIEW

- 1.1 Emergency Call Handling volumes continue to decrease since the summer peak of July 2019 and more dramatically since the ongoing public COVID-19 lockdown from 23 March 2020. 999 calls are 16.8% or 2575 calls lower than last year and are a decreasing change of 10.9% from the 4-year average. Current year to date performance in answering 999 within 10 seconds sits at 93.1% similar to the the same time last year at 94.7%. The average time to answer currently sits at just over 4 seconds.



- 1.2 Non-emergency call handling continues to see a decline in the volume of calls and is now at its lowest level for 3 years. Some of this can be attributed to Channel Shift as more people choose to report online and the more recent ongoing COVID 19 public lockdown from 23 March 2020.



- 1.3 The use of Mitel continues to be developed through a refreshed “User guide” allowing for Supervisors to best allocate staff between 999/101 call handling, with a view of dynamically managing those 101 calls that have increasing wait times.

## 1.4 Working Group updates:

### Improvement and Efficiency Working Group

- Operational and technical development is underway to trial how to efficiently deal with future business continuity scenarios such as COVID19, enabling the CCR to test the ability for certain roles to be able to remotely handle calls at various locations and is support social distancing at the same time.

### Wellbeing Working Group

- Supervisor training has been provided for Mental Health matters, which provides understanding to Supervisors for early intervention wellbeing advice.
- 2.2 metre social distancing is in place in support of COVID-19 government guidelines providing additional CCR desks within classrooms, meeting rooms and specific dining areas at Headquarters.

## **2. RESOURCING**

- 2.1 16 new members of staff began training during January and March. The January staff intake are now deployed into their CCR Sections whilst the March intake have been under the care of the Tutors with effect from 4 May 2020.
- 2.2 An external advertising campaign is underway to recruit to a maximum of 12 CCR vacancies for an October 2020 start date. The advertisement closes on 29 May 2020 with the intention to retain a shortlist of successful applicants for the January 2021 intake for ongoing CCR resourcing resilience.

## **3. TECHNOLOGY**

### Webchat

- 3.1 The Suffolk CCR is leading the benchmarking for a live web chat trial for 3 months to understand digital demand types which will include the exploration of a CCR based digital contact team. Development of the trial is underway with an expected start date through the summer of 2020.

### Remote Desktop PC Farm

- 3.2 Currently, where staff are using a laptop remotely they 'remote' into a desktop PC. The reason for this is they technically have a much more powerful machine to use, but also means that ICT do not have to install extra software onto each laptop. As a result, the desktop PC which a user is remoting into then becomes unavailable for other staff to use. The solution for this is to have a 'farm' of PC's that could be used to remote into. These PC's could be stored in a room where users cannot access them physically, but only remotely, thereby freeing up the ICT infrastructure of those physically in the office. This is underdevelopment and in support of social distancing to keep all PCs as operational as possible.

### Regional CCR Managers meeting

- 3.3 Suffolk CCR is developing working relationships, best practice and harmonisation of performance as a member of the recently formed Regional CCR meetings. Digital processing using ECHO, a text message feedback system, is an example of the work under discussion and is being considered as a tool for the public to provide instant feedback including a process for service recovery.

#### CAD Transfer

- 3.4 CAD Transfer This was originally being looked at following some discussions with the British Transport Police and the inability to transfer Command and Control logs. Working with Norfolk, the Constabulary is looking to deliver a Multi-Agency Incident Transfer system (MAIT). This was shared at a recent Regional CCR Meeting and also being considered nationally in conjunction with Her Majesty's Inspectorate of Constabulary and Fire & Rescue Services (HMICFRS). Timescales are yet to be agreed due to recent operational COVID-19 priorities.

#### Suffolk County Council Front Door Demand trial

- 3.5 Suffolk CCR is working with the Multi Agency Safeguarding Hub (MASH) and Suffolk County Council Customer First Team in support of a trial with out of hours Emergency Duty Service (EDS) Social Workers. These will be in the CCR to assist with the management and correct signposting of Adult care referrals. This trial is expected to begin following release of COVID-19 lockdown from September onwards.

### **4. OPERATIONAL UPDATE**

- 4.1 A new call opening code relating to COVID-19 has been created to assist with public and officer safety, and to identify the daily COVID19 volumes being reported.
- 4.2 A set of questions for call handlers has been developed for use on all calls to identify if callers are at risk of Covid-19 due to an underlying illness, or are in fact infected themselves, in support of Officer deployment safety including sudden death incidents.
- 4.3 "Open door" contact – As a result of COVID-19 the CCR has introduced a means of transferring calls to Suffolk County Council or other Local Authorities where required, in support of vulnerable members of public calling the Suffolk Constabulary when their call should be directed to Council COVID -19 hub teams.

## SECTION TWO: WEBSITE UPDATE

### 1. WEBSITE PROJECT UPDATE

1.1 The website continues to be updated in line with what the business requires - ongoing communication is continuing with relevant stakeholders.

### 2. CHANNEL SHIFT

2.1 The website continues to see an increase in online crime reporting. The table below also shows the year on year comparison and percentage increase from 2019-2020

Month	2018 crimes submitted	2019 crimes submitted	2020 crimes submitted	% increase 19-20
January	700	866	1,240	43.1%
February	694	795	1,433	80.2%
March	852	969	1,264	30.4%
April	970	1,001	2,523	152.0%
May	853	1,203		
June	967	1,077		
July	1,243	1,332		
August	1,063	1,134		
September	868	1,092		
October	1,009	1,220		
November	992	1,217		
December	769	1,164		
	8,210	13,070		

2.2 Below is a breakdown on the individual breakdown of the crimes reported each month:

## Crimes submitted

	Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Sept	Oct	Nov	Dec
Crimes submitted	328	249	302	383	458	385	465	364	413	460	468	419
ASB	97	131	139	154	164	177	340	216	203	206	156	179
Dashboard Camera	53	62	88	70	98	50	54	66	54	57	30	30
Road Collisions	135	117	149	118	165	138	134	158	137	167	193	200
1. Retail theft	53	64	63	67	71	70	78	79	63	87	87	73
2. Theft	119	93	119	129	124	159	144	133	133	141	176	155
3. Criminal damage	63	65	81	61	94	81	88	92	77	86	87	92
4. Fraud												
5. Hate crime / incident	18	14	28	19	29	17	29	26	12	16	20	16
<b>Total</b>	<b>866</b>	<b>795</b>	<b>969</b>	<b>1,001</b>	<b>1,203</b>	<b>1,077</b>	<b>1,332</b>	<b>1,134</b>	<b>1,092</b>	<b>1,220</b>	<b>1,217</b>	<b>1,164</b>

## Crimes submitted

	Jan	Feb	Mar	Apr
Crimes submitted	478	537	481	789
ASB	171	229	285	585
Dashboard Camera	38	44	31	28
Road Collisions	166	130	111	62
1. Retail theft	92	99	54	23
2. Theft	160	206	169	124
3. Criminal damage	96	137	102	63
4. Fraud				
5. Hate crime / incident	39	51	31	33
COVID-19 (live: 9 April)				816
<b>Total</b>	<b>1,240</b>	<b>1,433</b>	<b>1,264</b>	<b>2,523</b>

2.3 Interactions on social media have increased with the demand becoming greater. The national social media survey, which the Constabulary supported, has given the Constabulary an understanding how the public want to interact with police on social media - this work continues to be looked at and is being incorporated as part of the engage and interact paper that is due to be delivered in July 2020 to the Digital Portfolio Board.

2.3 On the 17 April 2020 the Transact option paper was presented to the Digital Portfolio Board. The purpose of the paper was to recommend changes that will enable us to support and

enable the public to self-serve key repeat transactions, removing the need for unnecessary contact and create capacity.

2.4 Using key insight and evidence ten areas were identified for change and are summarised in the table below.

AREA	FOR DECISION	BENEFITS (ESTIMATES)
<b>1. Ambition and Culture</b>	Norfolk and Suffolk Constabularies state an ambition and commit to a 3-year course of action that will result in the public trusting digital channels as much as 999. For decision, digital contact services can be either: <ul style="list-style-type: none"> <li>• Transformed</li> <li>• Evolved</li> <li>• Maintained</li> </ul> Set measures of intent to support the shift from telephony to digital contact.	<ul style="list-style-type: none"> <li>• Increased public confidence and satisfaction</li> <li>• Reduction in 101 demand</li> </ul>
<b>2. Policies and Processes</b>	Adopt the following proposed policy changes and processes: <ul style="list-style-type: none"> <li>• Business theft only reported through online channel</li> <li>• Automatically re-direct out of force online crime reports</li> <li>• Direct all police agency telephone requests to online channels</li> <li>• Encourage people calling to report crime to use digital channels for ongoing contact</li> <li>• Triage all digital contact within SLA</li> <li>• Direct all crime reports via unstructured email to use online forms</li> </ul>	<ul style="list-style-type: none"> <li>• 400 less calls per month into 101</li> <li>• Reduction of 24 hours of effort transferring crimes</li> <li>• 2,000 less calls per month into Advice and Admin queue</li> <li>• Reduced risk to public from 'missed' digital contact</li> <li>• 165 less outbound contacts for missing crime data from direct CCR emails</li> <li>• (Assumes 100% adoption of changes)</li> </ul>
<b>3. Athena Public Engagement (PE) Governance</b>	Move the responsibility for determining the state of readiness, trial, launch and public promotion into the Digital Public Contact Project. Athena PE will offer us significant benefits when it's live including: <ul style="list-style-type: none"> <li>• Removes the need to re-key 20,000 crime reports into Athena per year</li> <li>• Reduction of 1,900 calls per month seeking/giving updates</li> </ul>	<ul style="list-style-type: none"> <li>• This team offers a wealth of knowledge and experience in developing, delivering and deploying products that are consumed by either officers or staff. Athena PE is currently not benefitting from this level of expertise.</li> </ul>
<b>4. New Digital Roles</b>	Address and consider closing identified resource gaps by creating two new digital roles: Public Contact Officer and Digital Optimisation Officer.	<ul style="list-style-type: none"> <li>• Maximise the benefits of solutions across multiple departments/teams – Invest once, use many</li> <li>• Single view of all contact approaches</li> <li>• Removed siloed thinking and working</li> <li>• Monitored and optimised online services</li> </ul>
<b>5. Key Performance Indicators (KPIs)</b>	Adopt new digital contact KPIs as both statements of intent and monthly operational metrics.	<ul style="list-style-type: none"> <li>• Benefit and investment tracking</li> <li>• Supports cultural change</li> </ul>
<b>6. Public Awareness and Education</b>	Year one investment in a programme of marketing and promotion to inform, educate and change public behaviour to further adopt and use digital channels.	<ul style="list-style-type: none"> <li>• Benefit and investment tracking</li> <li>• Support shift to digital transact self-serve capabilities</li> </ul>
<b>7. Website Improvements and New Online Services</b>	Provide new additional services and improve the online experience of the current Norfolk and Suffolk websites.	<ul style="list-style-type: none"> <li>• Improved insight and benefits tracking</li> <li>• Reduced CCR contact</li> <li>• Improved public experience</li> </ul>

AREA	FOR DECISION	BENEFITS (ESTIMATES)
<b>8. Live Chat</b>	Implement Live Chat into Norfolk and Suffolk CCRs, with a trial first to prove benefits.	<ul style="list-style-type: none"> <li>Estimated shift from telephony to Live Chat of 1,995 Advice and Admin calls per month, based on 100% adoption</li> </ul>
<b>9. Frequently Asked Questions (FAQs) and Chat Bot</b>	Implement technical website solution to direct people to the right content based on their query.	<ul style="list-style-type: none"> <li>Reduction in CCR contacts due to self-service</li> </ul>
<b>10. Additional Insight</b>	<p>Implement in the moment feedback solutions following interaction with the police service.</p> <p>Commission additional paper to explore implementing a Customer/Public Relationship Management (CRM) system to track all public contact.</p>	<ul style="list-style-type: none"> <li>Improved insight and benefits tracking</li> </ul>

2.4 Eight of the ten recommendations were agreed in whole or part, pending financial approval at the Strategic Planning and Monitoring Board. The two recommendations deferred were the online the Customer Relation Management (CRM) solution being pushed into the respective Change Teams for further consideration, and the new proposed new hires needing to go to the Constabulary Organisational Board. Key to the success of delivering these changes is hiring a new Digital Public Contact (DPC) Delivery Manager on an internal one-year contract to manage the changes through.

#### Public Consultation

2.5 In January and February 2020, the Constabulary conducted a consultation of the public which resulted in a record high number of responses. The consultation asked the public's views and preferences on how the Constabulary communicated with them, and how they want to contact the Constabulary in non-emergencies.

2.6 The Constabulary Suffolk received over 3,069 responses across digital and traditional channels, and the demographic included responses from each of Suffolk's district and an age range from under 12s to over 75-year olds.

2.7 A results of the public consultation are attached at Appendix A.

#### Live Chat Trial

2.8 To support the Covid-19 response, Gold Command approved bringing forward the trial of live chat in the Suffolk CCR. Planning is underway, and a project team has been established. Pending the identification of a suitable supplier that meets information security requirements, the Constabulary is planning to start the three-month trial in mid to late June 2020.

### **3. FINANCIAL IMPLICATIONS**

3.1 There are no additional financial implications that are not already managed through existing governance structures.

### **4. OTHER IMPLICATIONS AND RISKS**

4.1 No new risks have been identified. Risks relating to specific projects continued to be recorded in the project specific risk register.